



CITY OF PORT MOODY, BRITISH COLUMBIA

Five-Year Financial Plan

FOR THE YEARS 2024 - 2028



PORT MOODY
CITY OF THE ARTS

2024-2028 Financial Plan

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Reader's Guide

This budget document provides an overview of the 2024-2028 Financial Plan, including the City's integrated planning process, details about the City's Five-Year Financial Plan.

If reviewing as a downloaded PDF

- Bookmarks (option 1)
Select the bookmark icon located on the left-hand side menu. A list of bookmarked pages will appear: click on the topic of interest to be taken directly to that section.
- Table of Contents (option 2)
 - The table of contents is also hyperlinked to each listed section within the Financial Plan. Guide your mouse cursor over the section title and click to be redirected.
 - Click on the footer to return to the Table of Contents page for easier navigation.

The 2024-2028 Financial Plan is organized into the following sections:

1. Introduction

Provides an introduction and background of the City of Port Moody, the Mayor and Council, the City's organizational structure, Council Strategic Plan, and Council Standing Committees and Advisory Bodies of Council.

2. Integrated Planning Framework

Outlines the City's process when developing the Five-Year Financial Plan with the Council Strategic Plan being the first platform for decision making. Business planning and other master plans are discussed in this section.

3. Financial Plan Overview

Lists the financial policies that drive decision making when building the Five-Year Financial Plan as well as outlines the City's financial policies, fund structures, employee base and debt per capita.

4. 2024-2028 Operating Budget

Outlines the Five-Year Operating Plan and identifies major revenue sources, budget increases and departmental budget details including related key performance measures.

5. 2024-2028 Utility Budget

Outlines the Five-Year Operating Plan for the four utility divisions. This section presents operating budget changes and utility rate details.

6. 2024-2028 Capital Budget

Outlines the Five-Year Capital Plan and includes a summary of capital projects by department, funding source and alignment with 2023-2026 Council Strategic Plan.

7. 2024-2028 Reserves

The City's Reserve balances for 2024-2028 are presented in section seven.

8. Appendix

Provides the Glossary of Terms, Statistical Analysis and the City of Port Moody Financial Plan Bylaw No. 3452.

Distinguished Budget Presentation Award

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to City of Port Moody, British Columbia, for its Annual Budget for the fiscal year beginning January 1, 2023.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

**City of Port Moody
British Columbia**

For the Fiscal Year Beginning

January 01, 2023

Christopher P. Morrell
Executive Director

Section One **Introduction**



Photo by Ugur Okucu



MAYOR MEGHAN LAHTI

Chair: Police Board, Governance and Legislation Committee

Vice-Chair: Strategic Priorities Committee

Representative: Metro Vancouver Board of Directors, TransLink Mayors' Council on Regional Transportation, Tri-Cities Mayors' Committee, Emergency Measures Policy and Planning Committee, E-Comm Board of Directors

Metro Vancouver Appointed: Mayors Committee, Climate Action Committee, Regional Culture Committee, Regional Parks Committee, Regional Planning Committee, North Shore Wastewater Treatment Plant Program Task Force



SAMANTHA AGTARAP

Chair: Climate Action Committee, Economic Development and Tourism Committee, Arts and Business Council Project Task Force

Vice-Chair: Inclusion, Diversity, Equity, and Accessibility (IDEA) Committee

Representative: Tri-Cities Chamber of Commerce, Tri-Cities Healthier Communities Partnership

Alternate Representative: Library Board, Tri-Cities Food Council



DIANA DILWORTH

Chair: Finance Committee, Parks and Environment Committee

Vice-Chair: Climate Action Committee, Seniors Focus Committee

Alternate Representative: Metro Vancouver Board of Directors, Tri-Cities Homelessness and Housing Task Group

Metro Vancouver Appointed: Indigenous Relations Committee

Voting Designate: Municipal Insurance Association (Third)



KYLA KNOWLES

Chair: City Initiatives and Planning Committee, Land Use Committee

Vice-Chair: Finance Committee

Representative: Golden Spike Days

Alternate Representative: Youth Focus Committee

Voting Designate: Municipal Insurance Association (Second)



AMY LUBIK

Chair: Arts, Culture, and Heritage Committee

Vice-Chair: City Initiatives and Planning Committee, Transportation Committee

Representative: Arts Centre Society, Fraser Health Municipal Regional Meeting (North Region), Tri-Cities Homelessness and Housing Task Group, Youth Focus Committee

Alternate Representative: Golden Spike Days, Port Moody Heritage Society, Tri-Cities Community Action Team, Tri-Cities Healthier Communities Partnership



HAVEN LURBIECKI

Chair: Inclusion, Diversity, Equity, and Accessibility (IDEA) Committee, Seniors Focus Committee

Vice-Chair: Arts, Culture, and Heritage Committee, Parks and Environment Committee

Representative: Port Moody Heritage Society, Tri-Cities Community Action Team, Tri-Cities Food Council

Alternate Representative: Arts Centre Society



CALLAN MORRISON

Chair: Transportation Committee

Vice-Chair: Economic Development and Tourism Committee, Land Use Committee

Representative: Library Board

Alternate Representative: Fraser Health Municipal Regional Meeting (North Region), Tri-Cities Chamber of Commerce,

Voting Designate: Municipal Insurance Association (First)

Message from the CFO



We carry out our business on the ancestral and unceded homelands of the kʷikwəłəm (Kwkwetlem), səliłwətał (Tsleil-Waututh), xʷməθkʷəy̓əm (Musqueam), Skwxwú7mesh (Squamish), q̓íçəy̓ (Katzie), qʷa:n̓'á'n̓ (Kwantlen), qíqéyt (Qayqayt), and Stó:lō (Sto:lo) Peoples, and extend appreciation for the opportunity to work on this territory.

Municipalities must annually prepare a five-year financial plan and adopt tax rates in accordance with the *Community Charter* (Section 165 *Community Charter*). The five-year requirement encourages city councils to think strategically and consider the longer-term impacts of current decisions.

When an entity embraces strategic planning, it gives the community confidence that decisions are well thought out and sustainable over the long term. City Council is in the process of completing their Strategic Plan that will set out the goals and objectives for their term of Office. Financial sustainability has long been a primary goal of City Council, recognizing that the goals and objectives must be sustainable and balanced with the ability to pay.

Financial sustainability is not only ensuring that the delivery of services is affordable now but also being mindful of the financial well-being of future generations.

To be financially sustainable, an entity must look to diversify and reduce its reliance on any one source of revenue as much as possible. The City diversifies its revenue base between property tax, utility fees, development levies, program fees, permits & licence fees, investment income, and fines & penalties. Entities must have autonomy to set revenues and have unrestricted access over a certain portion of those revenues. Reliance on other levels of governments and agencies reduces the City's ability to achieve financial sustainability.

The annual budget process begins with specific Budget Guidelines that are approved by Council to guide staff to prepare a sustainable Financial Plan, which considers the following:

- The services and level of service residents expect;
- Revenue including the relative level of taxation for residents;
- Businesses and diversification options;
- The level of taxation subsidies for programs; and,
- The level of funding for assets critical to deliver the services.

All City Departments and Boards prepared and submitted their budgets for consideration to the Finance Committee (the Committee) in October 2023, as the preliminary step in 2024 – 2028 Financial Plan (the Plan) deliberation process. Public consultation on the Five-Year Financial Plan was received in January 2024 and presented to the Finance Committee in February. Balancing the delivery of services with property taxes and user fees to meet community needs is the essence of the budget process required under the legislation. City Councils rely on feedback from citizens to tell them when they are hitting the mark.

The 2024 Five-Year Financial Plan presented some unique challenges. The City continued to see inflationary pressures which have increased costs around transportation, insurance, construction, contracted and professional services, and software maintenance. Additionally, high inflation has

increased expectations regarding wage settlements for the city's bargaining units most of which were in active collective bargaining through 2023 and into 2024. Finally, benefit and overhead costs are increasing because of increased costs for Canada Pension Plan (CPP), Employment Insurance (EI), WorkSafeBC premiums, and extended health benefits.

Budget considerations have become increasingly complex as local governments respond to pressing community health and social issues. With declining support from senior governments for initiatives such as affordable housing, childcare, mental health, and homelessness, municipalities are faced with the challenge of absorbing the costs of these important services. Furthermore, the frequency and intensity of extreme weather events such as atmospheric rivers, and heat domes have put significant strain on municipal services, requiring them to adapt and respond to shifting community needs and expectations. As a result, budget considerations must take into account the need to address these pressing issues while also balancing the limited resources available.

Port Moody has emerged as a sought-after regional destination, thanks to its diverse offerings, including the Shoreline Trail, Rocky Point Parks, Old Orchard Park, Sasamat Lake, Brewers Row, and more. As the city attracts more visitors, it is faced with the challenge of managing regional growth and transportation demand. Despite this growth, Port Moody is not generating sufficient revenues to keep pace with the increased pressures on its services. Moreover, the city is faced with a reciprocity challenge, as it is providing services to users from other growing municipalities, while also trying to match service levels with neighboring cities such as Burnaby and Coquitlam.

In accordance with the Budget Guidelines, which mandate the use of zero-based budgeting strategies, the draft submissions for the budget have been created with the goal of maintaining the 2023 service level as a baseline. Additionally, staff have proposed some adjustments to the baseline service level, with that are deemed necessary to achieve the goals and objectives in Council's strategic plan and move the City forward.

At a Special Council meeting held on March 5, 2024, Council approved the 2024 Five-Year Financial Plan and directed staff to bring forward the Five-Year Financial Plan Bylaw and the corresponding 2024 Tax Rates Bylaw. The Financial Plan Bylaw includes a net budgetary increase of \$4,393,000, which is estimated to represent a 6.7% tax rate increase.

In closing, I would like to recognize Council, as well as the Police and Library Boards, for the leadership they provided throughout the budget process, as well as the Department Heads and their respective departments for providing balanced and reasonable budget submissions, as we look to balance the delivery of services with the current financial capacity of the community.



Paul Rockwood, CPA, CGA, CRM
General Manager, Finance and Technology Department
Chief Financial Officer

Port Moody Overview

The City of Port Moody, located at the head of Burrard Inlet, was the original terminus of the Canadian Pacific Railway on the west coast of Canada, with the first passenger train arriving on July 4, 1886. Port Moody was incorporated as a municipality in 1913 with a population of just several hundred and has grown to a current population of about 33,535, with much of the growth occurring in the past three decades. Port Moody was historically an industrial town because of its tidewater location and rail connections, with numerous sawmills, two oil refineries, a deep sea port terminal, a steel pipe plant, a chemical plant, and a BC Hydro facility that provides voltage support to the transmission and distribution system, dotting the waterfront.

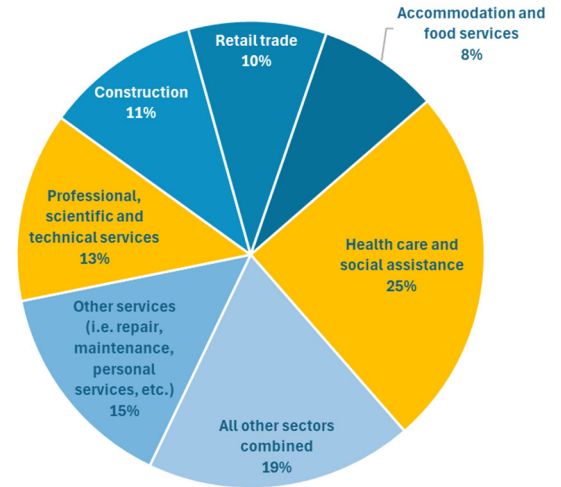
While heavy industry remains an important part of Port Moody's economy, the community has grown and changed significantly over the past century, with many new residents and businesses that have transformed the city from a mill town to a modern urban community. This transformation continues, with the Evergreen Rapid Transit Line completed in 2017 further enhancing economic opportunities for Port Moody, as well as making it an even more attractive community to live and work.



Key Business Sectors

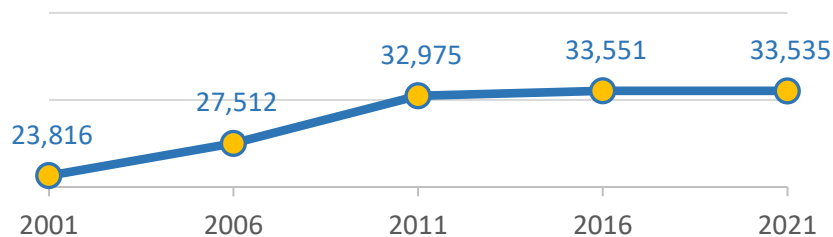
Key business sectors in Port Moody, as categorized by the North American Industry Classification System (NAICS 2024), include:

- health care and social assistance services;
- Other services (i.e. repair, maintenance, personal services, etc.);
- professional, scientific and technical services;
- construction;
- retail trade;
- Accommodation and food services; and
- all other sectors combined

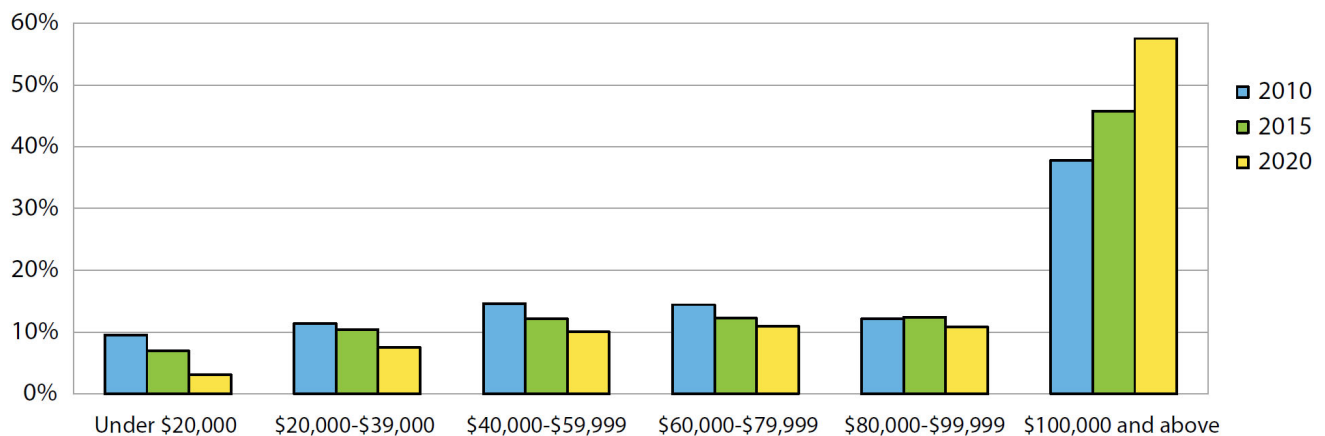


Demographics

Population, 2001 – 2021 (statcan.gc.ca)



Average Household Income, 2010 – 2020 (statcan.gc.ca)



City of Port Moody Unemployment Rate (statcan.gc.ca)

2011	2016	2021
7.1%	5.2%	7.1%



Creating a unique, safe, and vibrant community

Like other cities, Port Moody is governed by provincial legislation called the *Community Charter* and the *Local Government Act*. This legislation directs city councils to provide services, laws, and other matters for community benefit. They also require city councils to promote the economic, social, and environmental well-being of the community.

City councils often interpret that legislation in similar ways for some basic services, but in very different ways for economic, social, and environmental services. Balancing the delivery of services with property taxes and user fees to meet community needs is the essence of the budget process required under the legislation. City councils rely on feedback from citizens to tell them when they are hitting the mark.

Economic, social, and environmental well-being

The City meets its *Community Charter* requirement to foster the economic, social, and environmental well-being of the community by developing and following the Council Strategic Plan. The Strategic Plan is developed early in the mandate of a new council after each election. We report on goals and progress for the previous year in our annual report, which is published each June. In addition, Council creates, as required, a number of committees, commissions, and task forces to coordinate and address specific needs of the community and make recommendations to Council.

The Council Strategic Plan is used to develop staff Business Plans, to carry out the goals of the Strategic Plan, and meet the needs of the community.

Our Financial Plan, commonly known as the budget, is the process of estimating the resources (funds, labour, materials, supplies, contractors) needed to complete the Business Plan within a given year, over a five-year planning horizon.

Your city is a service industry

Essentially the City operates as a service industry. We incur capital costs to build or purchase assets (equipment, infrastructure, facilities) and incur operating costs (labour, materials, supplies) to operate and maintain the assets to deliver services. Increases in operating costs are what typically drive tax increases, but capital funds, which traditionally came from other governments or other funds (e.g. reserves), are now coming more and more from taxation.

With respect to tax increases, we often hear that the bulk of a city's costs are related to staff. That is as true for cities as it is for all service industries. When you deliver services, the bulk of your costs are the people costs. In a city there are police officers, firefighters, bylaw officers, librarians, parks workers, fitness instructors, lifeguards, skating instructors, road crews, and sewer and water crews. Staff costs make up 60% of total operating costs.

Services & Impacts

Port Moody City Council interprets the *Community Charter* mandate to provide services, laws, and other matters for the benefit of the community, in the following ways:

Essential services - Service, facility, or activity of local government that is, or will be, at any time necessary for the safety, security, health, and mobility of the community.

- Police, Fire, Water, Sewer, Garbage and Recycling, Roads

Priority services - Service, facility, or activity of local government that is, or will be, at any time provided to enhance the prosperity and quality of life of the community.

- Parks, Recreation, Library, Bylaw Enforcement, Licensing & Permitting, Arts, Culture, Heritage, Planning, Environment Management

Support services - Service, facility, or activity of local government that is, or will be, at any time provided to support the essential and priority services.

- Administration, Finance, Human Resources, Payroll, Legislative Services, Information Technology, Tax Collection/Billing, Clerical, Communications

Service impacts

For each service, Council has to consider the capital costs of any equipment, infrastructure, or facility that is needed to deliver the service. In addition to those capital start-up costs, Council must consider the ongoing operational and labour costs of providing that service, as well as the asset and infrastructure renewal and maintenance costs.

Regardless of the service, Council will hear from residents who support the service, those who feel we can do without it, and others who think that we should deliver the service at a lower or a higher level. So, the decision is not simply whether or not the City should deliver the service, but also what level of service is appropriate and sustainable.

What's driving the budget?

All city councils today face challenges to broaden and increase levels of services. The level, scope, and breadth of the services requested by taxpayers are the main budget cost drivers. These include:

Population growth - requires more assets in the form of equipment, facilities, materials, supplies, and infrastructure, and more staff resources using those assets to deliver the services.

Population diversity - means looking at a wider scope of services than traditionally provided.

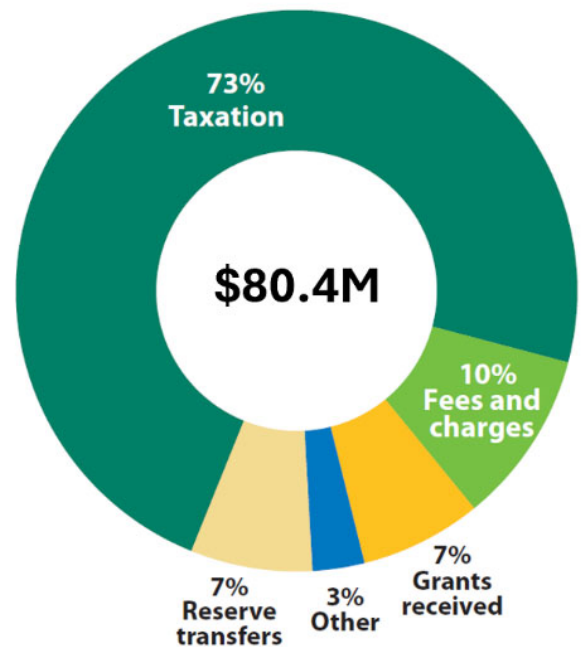
Increased activity - increasingly, there are more people of all ages active in the community.

How does the City fund these services?

The *Community Charter* gives the City the authority to levy taxes, user fees, and other revenues to generate enough revenues for funding the provision of services and community improvement programs.

Running a city is not cheap. Each year, Council debates long and hard on how much to raise taxes and user fees to cover increases in service costs. Taxation and utility user fees make up approximately 83% of our total revenues. Therefore, these property charges are an important annual Council consideration.

There is also a cost associated with not providing a service. For example, if the City did not provide easy and accessible garbage collection, garbage could become scattered around our city, becoming an eye-sore to the community and presenting costly health hazards. Lack of service, or low service, needs to be carefully considered as well.



Service cost challenges

Cities are also being challenged by rising costs from activities and events such as those listed below:

- higher labour costs and payroll deductions for EI, CPP, and Pension Plan
- downloading from federal and provincial governments
- reduced federal/provincial grants/funding
- cost of construction, supplies, and materials
- stricter federal and provincial legislation requiring more stewardship and reporting
- lawsuits/claims
- increased demand for information due to internet/social media trends
- security concerns - guards, cameras, monitoring software, insurance, cyber threats
- provincially-mandated tax caps on port and other industries
- asset/infrastructure renewal costs

Where do the property tax charges go?

The City has two types of budget expenses: Operating and Capital.

Operating budget

Our operating budget covers spending related to the day-to-day operations of departments. These daily expenses help to keep our streets and homes safe, and help to ensure that we have clean water running through the taps, sewage flowing to treatment facilities, garbage and recycling trucks out on their routes, and recreational and cultural facilities open for the public. Typical examples of operating expenses are:

- employee salaries and wages
- property, liability, and vehicle insurance
- supplies, material, and equipment
- maintaining vehicles, landscaping, sewer/water pipes

The City must be able to deliver ongoing programs and services. Although some assets are idle at times, the City must have the capacity and resources to respond in emergency situations and accommodate peak user times to protect citizens, businesses, and City assets.

Capital budget

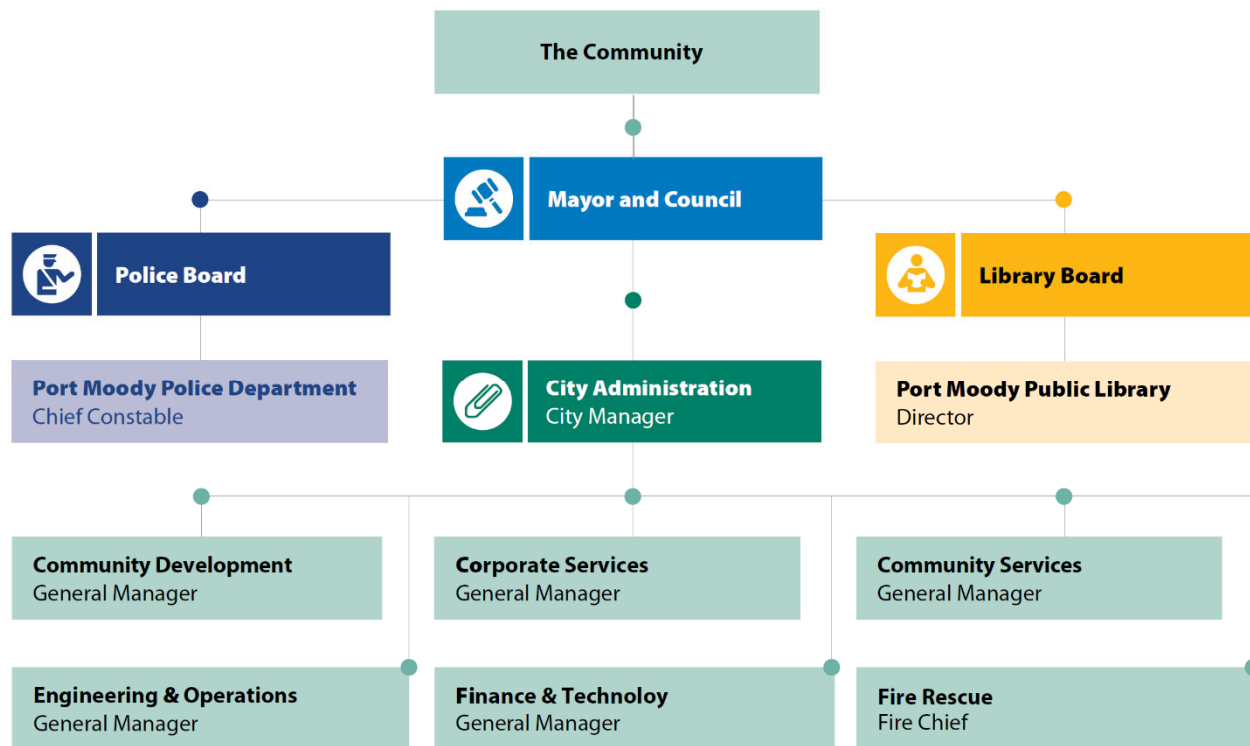
The City's capital budget funds larger projects of a longer-term nature, mostly related to maintaining, upgrading, and replacing the City's infrastructure and facilities. It's important to make long-term plans for scheduled maintenance and replacement of these valuable, tangible capital assets (TCAs) to ensure they are in place to deliver life-sustaining and life-enhancing services.

We currently invest approximately \$10.20 million per year in TCAs. These funds come from a variety of sources; historically, funding sources have included land sales, development levies, and government grants. However:

- Land sales can be a finite funding source as the City uses up its land inventory. However, the City has established a Heritage Reserve Fund to leverage the sale of existing lands to purchase new lands.
- Developers only fund the asset initially, as part of a development proposal. They do not typically fund the replacement of the asset when it is at the end of its useful life; and
- Government grants are not as prevalent as in the past. They are also in high demand as cities across the province and country face infrastructure funding deficits and compete for scarce funding.

In light of the above funding challenges, the City has needed to take on debt to meet the capital reserve funding shortfall. The City is building a steady and sustainable capital funding source into the tax base with the Asset Renewal Levy. We know that the levy alone will not be enough to meet our infrastructure funding requirements, but it will assist us in addressing the shortfall in capital funding. In addition, the City has adopted two documents that help Port Moody achieve its goal of financial sustainability: the Long-Term Strategic Financial Framework and the Asset Management Investment Plan. These two documents are prevalent in financial planning and other financial decisions of Council.

Organizational Structure



The reporting entity of the City of Port Moody is a full service municipality and is comprised of all departments, organizations, boards and enterprises financially accountable to the City of Port Moody, including the Port Moody Police Board and the Port Moody Library Board.

The Port Moody Police Board is responsible for providing oversight and governance to the Police Department in accordance and consistent with the Police Act. The Board is comprised of 7 members: the Mayor acts as the Board Chair; five members are appointed by the Province; one member appointed by Council. The Board works with the Chief Constable and the Senior Management team to develop and approve the Department's Strategic Plan, Financial Plan and objectives and policies.

The Port Moody Public Library Board is a governance board which operates under the authority of the Library Act of British Columbia. The Library Board is made up of eight Port Moody residents appointed by Port Moody City Council for two year terms. The Board also has one city councilor appointed for a one year term. The Board is responsible for providing Library services and programs in Port Moody. Board members, also known as library trustees, establish the policies, goals, and objectives of the library. They also advocate for the Library in the greater community. The day-to-day operation of the Library is the responsibility of the Library Director and senior staff.

In addition, the City provides an operating grant to the Port Moody Arts Centre to deliver arts and culture programs and events to the community; and an operating grant to the Port Moody Station Museum to provide heritage and culture programs as well as the preservation and display of the history and heritage of Port Moody.

Council Standing Committees

City Initiatives and Planning Committee	The City Initiatives and Planning Committee reviews, provides preliminary feedback and makes recommendations to Council regarding items in the early stages of development related to planning, housing, transportation, road and utility infrastructure, parks, City facilities, economic development, climate action and/or environment and provides feedback on other City initiatives.
Finance Committee	The Finance Committee reviews all financial matters referred to the Committee including, but not limited to, the City's operating and capital budgets, the annual audit and management letter, the annual report and funding alternatives, as well as items referred by other agencies.
Governance and Legislation Committee	The Governance and Legislation Committee assists Council in fulfilling its responsibilities for the City to review and make recommendations to Council, regarding: • effective corporate governance; • transparency and accountability to the public; • Council administrative procedures; • Corporate policies; • Committees and Council effectiveness; and • other related issues that are put forward by the City Manager or referred by Council.
Strategic Priorities Committee	The Strategic Priorities Committee assists Council in fulfilling its responsibilities for the City by reviewing and making recommendations to Council, regarding: • the Council Strategic Plan; • long-term strategic master plans and priorities; • intergovernmental relations; and • other related issues that are put forward by the City Manager or referred by Council.

Advisory Bodies of Council and Task Forces

Arts and Business Council Project Task Force	The purpose of the Task Force is to support early-stage development in advance of a new Arts and Business Council (ABC), based on the approved recommendations originating from the Mayors' Arts and Business Coalition Task Force, and to make recommendations to City Council on the ABC's operations within the community.
Arts, Culture, and Heritage Committee	The Arts, Culture, and Heritage Committee provides Council with advice and recommendations on issues related to Port Moody's arts, cultural, and heritage resources in an effort to align these important areas for the benefit of the City of the Arts.
Board of Variance	The Board of Variance consists of five members appointed by Council. They listen to public appeals about the strict application of certain local government provisions and regulations.
Climate Action Committee	The Climate Action Committee provides Council with advice and recommendations on ways in which the City can achieve carbon neutrality in corporate operations and community energy and emission programs for residents and businesses, specifically through the reduction of GHG emissions as detailed within the Committee's Terms of Reference, the Council Committee System Policy, and the Council Strategic Plan.
Economic Development and Tourism Committee	The Economic Development and Tourism Committee provides Council with advice and recommendations on strategic economic and tourism development directions and related matters within the Committee's Terms of Reference, the Council Committee System Policy, and the Council Strategic Plan.
Inclusion, Diversity, Equity, and Accessibility (IDEA) Committee	The Inclusion, Diversity, Equity, and Accessibility (IDEA) Committee provides Council with advice and recommendations on inclusion, diversity, equity, and accessibility issues, strategies and initiatives within the Committee's Terms of Reference, the Council Committee System Policy, and the Council Strategic Plan.
Land Use Committee	The Land Use Committee provides City Council and the General Manager of Community Development with comment and advice on proposed land use changes and within the Committee's Terms of Reference and the Council Committee System Policy.
Library Board	The Library Board is a governance board that provides public library services and programs in Port Moody.

Parks and Environment Committee	The Parks and Environment Committee provides Council with advice and recommendations on parks and environmental issues and within the Committee's Terms of Reference, the Council Committee System Policy, and the Council Strategic Plan.
Seniors Focus Committee	The Seniors Focus Committee provides Council with advice and recommendations on seniors' issues, strategies, and initiatives and within the Committee's Terms of Reference, the Council Committee System Policy, and the Council Strategic Plan.
Transportation Committee	The Transportation Committee provides Council with advice and recommendations on traffic and transportation issues and priorities within the Committee's Terms of Reference, the Council Committee System Policy, and the Council Strategic Plan.
Youth Focus Committee	The Youth Focus Committee provides advice and recommendations on youth issues, programs, opportunities, trends, and initiatives that impact youth in the City of Port Moody within the Committee's Terms of Reference, the Council Committee System Policy, and the Council Strategic Plan.



Section Two

Integrated Planning Framework

Integrated Planning Framework

Port Moody's integrated financial planning framework comprises separate but complementary processes. These processes result in a set of integrated plans that support the overall vision and mission of the City, and they enable us to align activities and resources to achieve Council's Strategic Plan goals and the City's annual business plan priorities.

Strategic Plan:

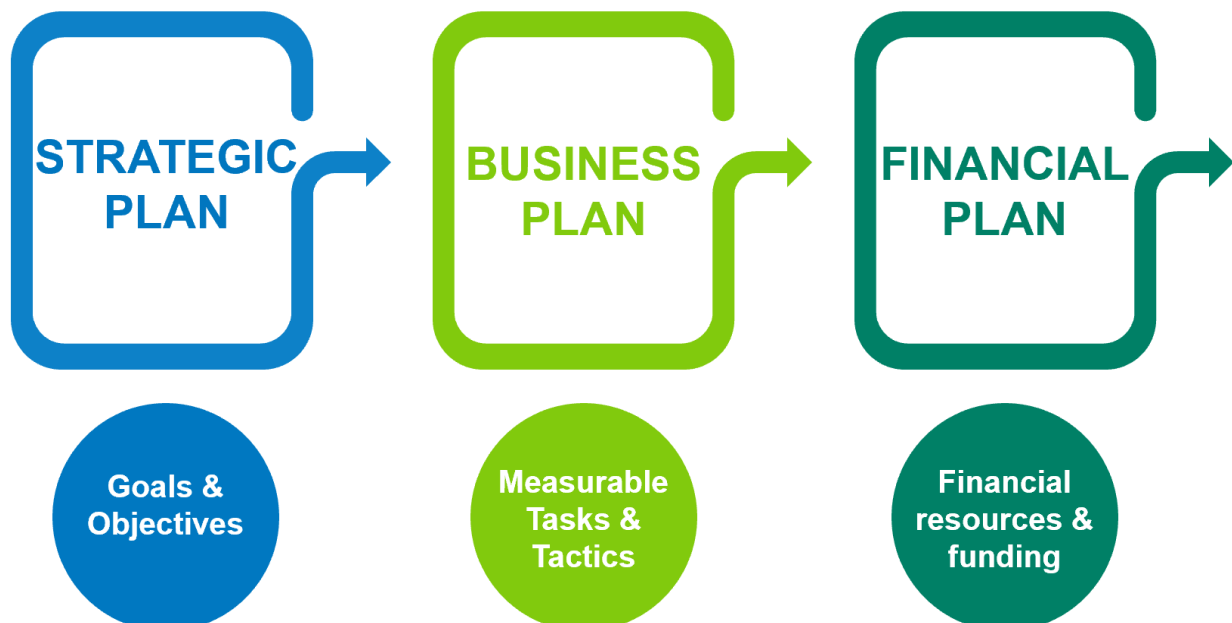
The Strategic Plan is the highest-level statement of the City's aspirations for the future. It is developed with a long time frame in mind and is updated every four years following the municipal election. The Strategic Plan articulates Port Moody's vision, mission, values and broad strategic goals. We monitor our progress on the plan through an annual review of key performance measures.

Business Plan:

The Business Plan translates high-level strategic goals into priorities for action. These priorities and their associated work items are established annually by Council. We monitor our progress on the business plan through reports to Council every four months and through annual reviews of operational performance measures.

Financial Plan:

The Financial Plan outlines the financial resources needed to support the Strategic Plan, Business Plan and the City's operational business. Updated annually, the Financial Plan is a five-year plan that includes a budget for revenues, expenditures and capital projects.



ABOUT THE 2023–2026 COUNCIL STRATEGIC PLAN:

Port Moody Council officially adopted their 2023–2026 Strategic Plan in March 2023. This strategic plan provides a framework for setting priorities and making decisions. It will guide Council and City staff over the next four years as they develop policies and deliver services to the community. Council and staff will focus on four strategic priority areas: sustainable core services, healthy community development, resilient natural environment, and vibrant and prosperous community.

portmoody.ca/stratplan



► **Port Moody Council** Standing from left to right: Councillor Kyla Knowles, Councillor Haven Lurbiecki, Councillor Callan Morrison, Councillor Samantha Agtarap. Seated from left to right: Councillor Amy Lubik, Mayor Meghan Lahti, Councillor Diana Dilworth

VISION STATEMENT

Embracing nature and the arts;
the most liveable city in the world

MISSION STATEMENT

To lead bold initiatives and provide
our community with exceptional
services and a sound financial future

STRATEGIC PRIORITY AREAS



Sustainable
Core Services



Healthy
Community
Development



Resilient Natural
Environment



Vibrant and
Prosperous
Community

Business Planning

The Corporate Project Plan includes the projects currently on staff workplans that directly advance Council's vision, as laid out in the 2023-2026 Port Moody Council Strategic Plan. The Council Strategic Plan provides a framework for the decisions Council makes and guides our approach for delivering services to the community. In 2024 our Executive Team has worked with Senior Leadership Team members to create a Corporate Project Plan that aligns staff work plans with Council's priorities. As a staff team we look at each strategic priority area, goal, and objective, and identified new or existing projects that are in alignment. Since then, the Corporate Project Plan has changed as numerous projects have been completed by staff and new projects have been identified either by staff or Council.

The implementation of Corporate Project Plan projects is being monitored and tracked using Envisio software. Envisio is a software that monitors the progress made towards Council's Strategic Plan. This program utilizes a dashboard that provides a wealth of performance data information to accurately show whether the City is on track to achieve these goals. Tracking progress towards objectives is critical to strategic planning as the City has relevant information to gauge what is working and where there are opportunities for improvement to create a more effective strategy moving forward. With citizens calling for more transparency, governments have a responsibility to make key data readily accessible and Envisio provides this important functionality.

There are 98 total projects*:



*Current as of May 2024. The number of projects will change as projects are completed and as new direction is provided by Council.

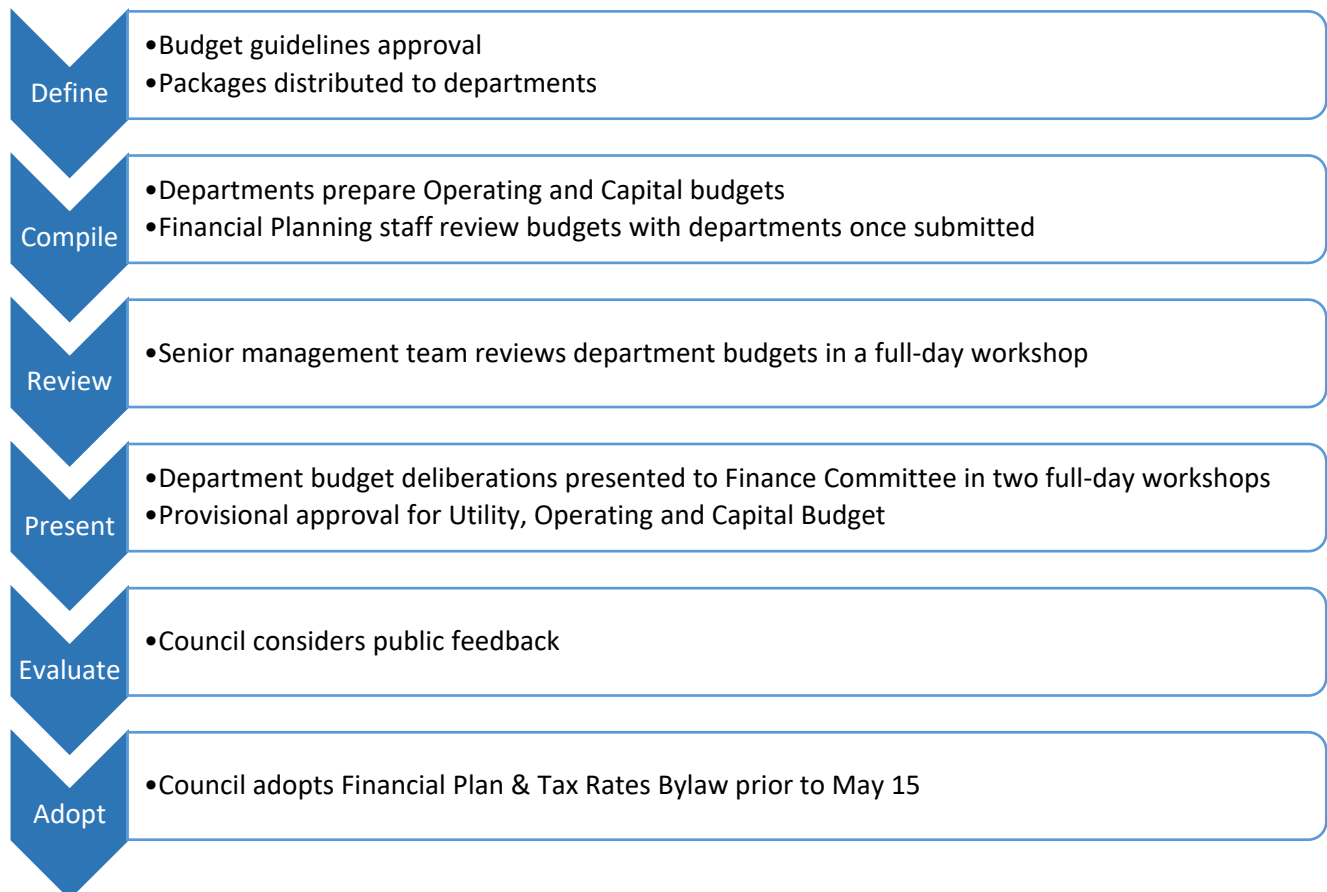


Financial Planning Process

Overview

BC Municipalities must annually prepare a five-year financial plan and adopt tax rates in accordance with the *Community Charter*. The five-year requirement encourages city councils to consider the long-term impact of current decisions. For example, for a proposed new service, councils must consider the impact of providing the service for years to come. When undertaking a capital project, they must consider the annual operating and maintenance costs and not only the initial capital cost.

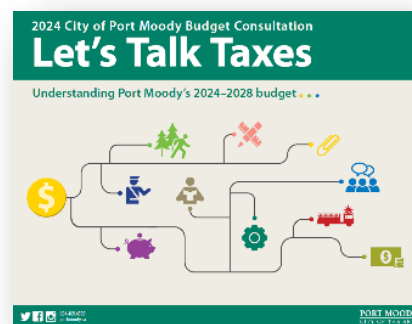
City staff work on the budget year-round, either drafting it, presenting it, amending it, or monitoring and reporting on it. The City does have a formal budget process that it follows, scheduling the different phases from the drafting of the budget, through deliberations by the Finance Committee, to public input, to approval by City Council, up to the setting of the tax rates to the final phase of billing and collecting the taxes. The diagram below highlights the key phases of the annual financial planning process. Please see a detailed budget timeline on the page 29.



Let's Talk Taxes: Public Consultation

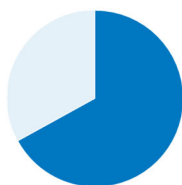
In accordance with the provisions of the *Local Government Act* that a Council must undertake a process of public consultation regarding the proposed financial plan before it is adopted.

The 2024 Budget Consultation was facilitated through engage.portmoody.ca, the City's online engagement hub where participants register to learn about the City's plans and projects, share ideas, and provide feedback. Between January 8 and January 28, 2024, participants had access to the annual budget survey, budget resource information, FAQs, and could pose questions and comments to staff.



Public engagement highlights from engage.portmoody.ca/2024-budget-consultation:

- 409 engaged participants contributed to one or more feedback tools;
- 911 informed participants visited multiple project pages, contributed to a tool, or downloaded documents;
- 1,227 aware visitors viewed this project page.



67%

think they receive excellent (9%) or good (58%) value for City services and programs



53%

want to maintain (37%) or enhance (16%) service levels through a tax increase

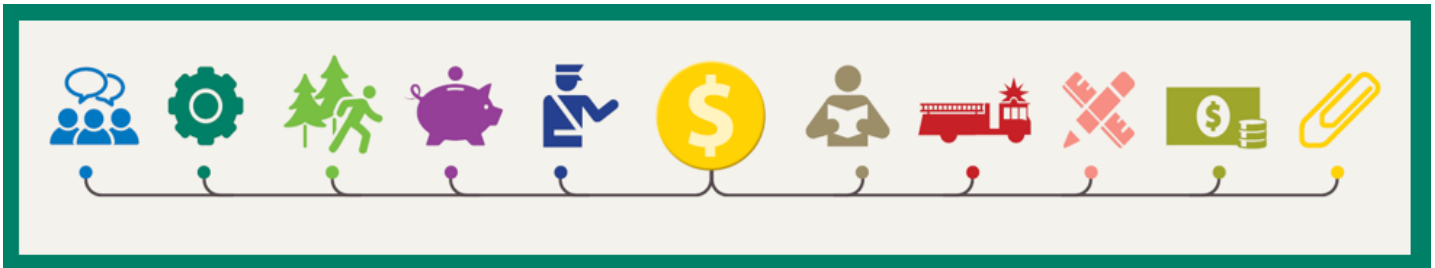


54%

want the City to leave subsidies and user fees the way they are (no change)

409 individuals completed the online survey and 207 (50.6%) individuals provided written feedback or comments for Council members.

- 67% of survey respondents indicated that they received good (58%) or excellent (7%) value in relation to the taxes and utility fees that they pay.
- 37% of survey respondents wanted to maintain current service levels through a tax increase and 16% wanted enhanced service levels through a larger tax increase.
- 32% of respondents wanted to keep tax rate the same as last year through reduced services levels and 12% wanted a further reduction in services to make the tax rate lower than 2023.
- 54% of respondents said to leave subsidies and user fees they way they are (no change), while 28% wanted decreased subsidies so users pay more than they do now, while 8% wanted to increase subsidies so users pay less than they do now.



A complete list of all survey comments was included in the Report to Finance Committee dated February 20, 2024 regarding 2024 Budget Consultation Summary. Below is a summary of the qualitative feedback:

Survey respondents were asked: If you would like to see service levels **enhanced** in one or more of the City's service areas, please tell us which specific services or programs you think should be added or improved. The most common themes that emerged include the following:

- Improving the development and planning of the City's road and transportation networks to address concerns with overall infrastructure, traffic management, road safety and conditions, especially around high density development areas.
- Protecting natural environment, such as green space, parks, fields and trails to make it sustainable with the population growth.
- Investing in new recreational facilities and enhancing programs to meet the community needs, promote physical and mental health, and provide safe and inclusive spaces for community activities.

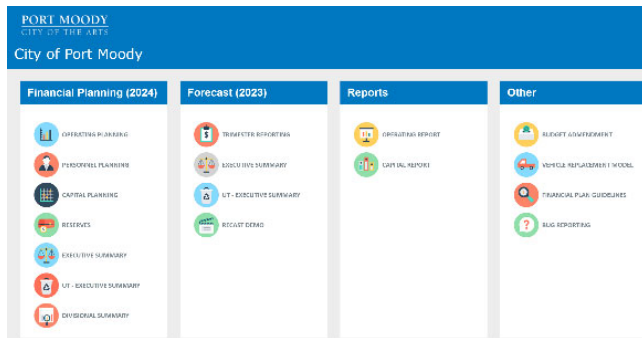
Survey respondents were asked: If you would like to see service levels **reduced** in one or more of the City's service areas, please tell us which specific services or programs you think should be cut or scaled back. The most common themes that emerged include the following:

- Reviewing City services to identify areas where efficiency can be improved and to seek opportunities for cost-saving, such as reducing redundancy and improving productivity.
- Reducing spending in some service areas, particularly in Police, Culture and Arts, and City-funded festivals and events.
- Easing homeowners' tax burden by innovatively exploring alternative funding sources and structures, such as sustainable developer contributions, increased user fees, enforced pay parking and other grants and funding opportunities.

Survey respondents were given an opportunity to provide **additional comments** about the 2024-2028 Budget. Some of the themes that arose from those comments include:

- Raising concerns over taxation levels and financial sustainability with suggestions around prioritizing essential services, tightening spending, creatively generating alternative revenues, and improving efficiency.
- Addressing the state of the City's natural environment, community amenities, infrastructure, and transportation networks, with the increasing densification and development.
- Enhancing collaborative engagement with the community to effectively and strategically plan and build the City in a forward-thinking approach.

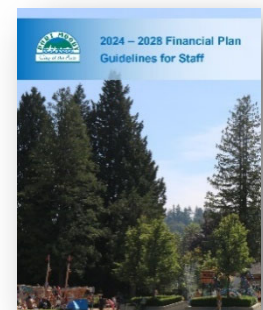
Tools and Resources



Budget Software: The City has developed a modern and sophisticated budget software module that provides a powerful set of analytic tools for departments to prepare and enter their budgets. The software allows departments to see past budget information year over year, drill down into actual line item transactions, perform what if analysis, graph data and trend lines, and view a variety of real time financial data and information. This tool has been critical in providing departments

with a user-friendly tool that allows them to house all their budget related data that was traditionally captured on a variety of spreadsheets and other medium.

Financial Plan Guidelines: Financial Plan Guidelines are approved by the Finance Committee and distributed to staff annually prior to beginning budget preparations in the summer. These provide helpful information as well as summarized Council direction to staff as they begin to draft their budgets.



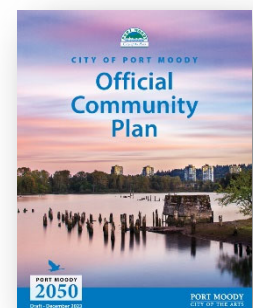
Long Term Strategic Financial Framework: While the Strategic Plan sets out the goals and objectives of Council, Council acknowledges they cannot be achieved at all costs. Financial sustainability is a primary goal of City Council, and City Council recognizes that its goals and objectives must be



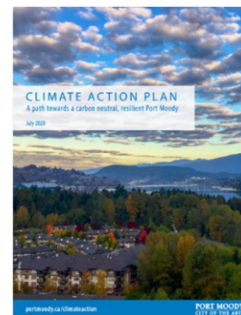
balanced with its ability to pay, and the impact they will have on the long term financial sustainability of the City. The City's LTSFF is a reference document that ensures the City of Port Moody is well managed, affordable, and sustainable. It is the responsibility of Council and management to assure the community that the City is in, and remains in, sound financial condition for current and future generations. To that end, a sound administrative and financial framework of principles and guidelines needs to be developed to provide stewardship over critical assets and resources. The LTSFF identifies the principles, strategies, and models that Council has determined the City will need to keep on track towards financial sustainability. The LTSFF is a dynamic

document that is reviewed on a periodic basis to make sure the principles are consistent with current best practices.

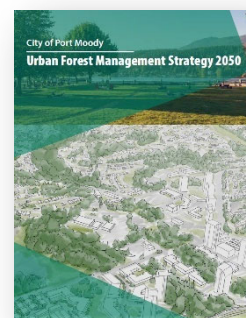
Official Community Plan: The Official Community Plan (OCP) provides overall goals, strategies, and visions for the community. It is intended to provide a degree of certainty for the future development of the community. In that sense, the OCP is source document utilized by staff to budget capital projects and other planning and development related projects.



Climate Action Plan: Port Moody's Climate Action Plan is a community-wide plan that outlines actions to help the City and its residents adapt to climate change and reduce greenhouse gas emissions (GHGs) that contribute to the warming of the Earth. The Plan focuses on mitigation and adaptation. Mitigation – working to reduce or prevent the emission of GHGs – is an important part of responding to climate change. However, even if we significantly reduced GHG emissions overnight, the effects of climate change would continue to be felt by future generations for a long time to come. That is why our Climate Action Plan also focuses on adaptation measures, which will help us adjust to our new normal in Port Moody and reduce our vulnerability to the harmful effects of climate change.

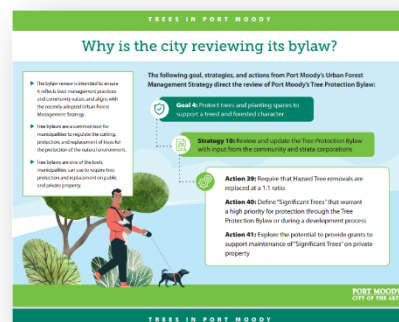


Urban Forest Management Strategy 2050: Port Moody's new Urban Forest Management Strategy, adopted by Council in September 2023, articulates a 30-year vision and goals for the management of our urban forest. The Strategy will help us preserve and maximize the benefits that trees provide as well as respond to the impacts of climate change and urban growth and development. Work on the Strategy began in 2022 and included two phases of public engagement to collect input on residents' values and priorities.

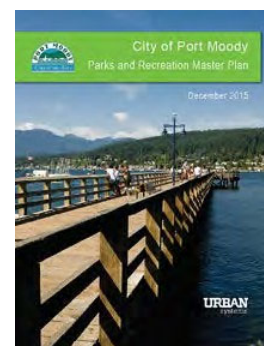
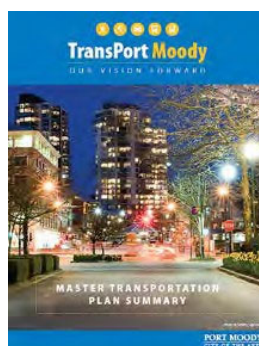
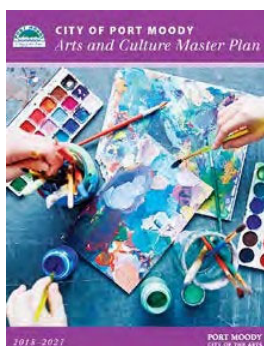


Tree Protection Bylaw Update: Responding to Port Moody's strong environmental stewardship values and the climate emergency, the City is reviewing its Tree Protection Bylaw to ensure it is aligned with best management practices and community values, as well as recommendations from the Urban Forest Management Strategy. Key objectives for the project include:

- to confirm community values, goals and concerns related to the management of trees in the private realm;
- to identify challenges and opportunities with the current bylaw and to review key directions; and
- to recommend bylaw updates reflecting Council direction, best management practices, municipal tools available and staff and community engagement.



Master Plans: The City of Port Moody has a variety of master plans that help guide major initiatives. These documents, that provide a future vision for the city, are used in conjunction with Council's Strategic Plan, and the Corporate Project Plan, in the business planning and financial planning process. These include documents that guide transportation, parks, recreation planning and other major decisions of the City.



Considerations and challenges

The City is being challenged by rising costs from activities and events such as those listed below:

Community health and social issues

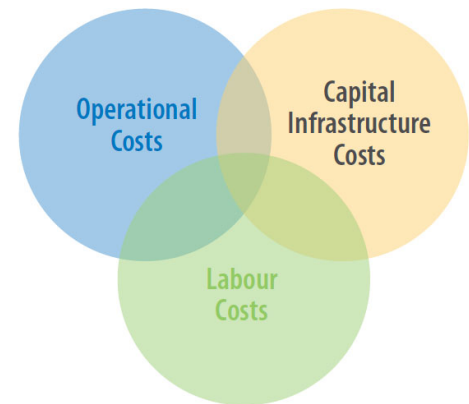
- Downloading from senior levels of government
- Reduction or stagnation of grant funding
- Responding to housing affordability, targets, and provincial changes to development planning
- Responding to childcare needs
- Provincial cannabis tax revenue not realized
- Extreme weather shelter
- Front line mental health issues

Responding to extreme events (expected to continue)

- Atmospheric rivers
- Heat domes
- Heavy snowfalls
- Pandemic and public health orders

Increased costs of doing business

- Materials, Insurance, Fuel, etc. (CPI)
- Construction index (concrete, asphalt, lumber)
- Technology
 - Cyber security
 - Rapid and continuous innovation
- Labour
 - Regional settlements drive cost of living increases
 - Cost of benefits
 - CPP, EI, EHT, WorkSafe BC premiums, etc.



Historical revenue losses

- Burrard Thermal (2017) – loss of generating capacity grant (~ \$1.4 million)
- Mill and Timber (2021) – decommissioning of sawmill (~ \$1.2 million)
- Metro Vancouver (2021) – property tax exemptions for housing units (~ \$100,000)

Regional destination

- Established regional destination (Shoreline Trail, Rocky Point Parks, Old Orchard Park, Sasamat Lake, Brewers Row, etc.)

Regional growth

- Regional transportation demand
- Reciprocity with other cities for services (users from other growing municipalities)
- Matching service levels with region (Burnaby, Coquitlam)
- Not generating sufficient revenues that help to pay for increased pressures
- Unlevel regional playing field (e.g. casinos, pay parking, development revenues)

Detailed Budget Timeline

2023 May	Budget Guidelines Approval Packages distributed to departments	2023 Jun - Aug	Budgets prepared by departments	2023 Sep - Oct	Financial Planning staff review 2024-2028 Budgets with departments Department budget Deliberations / Presentations to Finance Committee in two Full-Day Budget Workshops
2023 Nov	Utility Budget Approval Introduce Provisional Capital Budget	2024 Dec	Provisional Budget Approval Provisional Capital Approval	2024 Jan	Budget Consultation and Engagement via Engage Port Moody
2024 Feb - Mar	Tax Policy Alternative Tax Collection Scheme Revised Roll Update Budget Consultation results considered	2024 Apr	Approval proposed Financial Plan & Tax Rates First three readings - Financial Plan & Tax Rates Bylaw	2024 May	Adoption - Financial Plan & Tax Rates Bylaw

2023 Strategic Plan Goals Achieved



HOW WE MET OUR STRATEGIC PRIORITIES *in 2023*

Sustainable Core Services



Strategic Goal	Objectives
Prioritize core services	• Align service levels and financial planning • Enhance and standardize customer service approach • Support emergency preparedness and plan for business continuity

What we achieved in 2023:

- **Customer Service Commitment Implementation** – Launched the City's online building permit submission portal, making the Building Division completely paperless throughout the entire process.
- **Disaster Response Plan** – Completed a seismic assessment of the Barnet Highway at CPR East and West bridges.

Strategic Goal	Objectives
Ensure financial sustainability	• Increase and diversify revenues • Develop a strategy for future uses of City lands • Plan for asset lifecycle and renewal costs

What we achieved in 2023:

- **Pay Parking** – Initiated a pay parking program with goals to generate revenue, improve parking availability, and encourage alternate modes of transportation.
- **Natural Asset Management** – With input from SFU's Action on Climate Team, developed a Natural Asset Management Policy and Strategy that recognizes the crucial role of natural assets in providing core municipal services.

Strategic Goal	Objectives
Lead with good governance	• Strategically focus public engagement opportunities and ensure public information is accessible • Ensure effective Council and organizational governance • Maintain and improve the efficiency of City processes

What we achieved in 2023:

- **Public Engagement Policy and Toolkit** – Developed a comprehensive public engagement framework to guide and improve the City's public engagement process.
- **Council Strategic Plan Public Dashboard** – Developed a public dashboard that shows progress on the Corporate Project Plan, in support of the Council Strategic Plan 2023–2026.
- **Organizational Development (OD) Plan Implementation** – Made significant progress on various initiatives identified in the OD Plan, including rolling out new departmental work planning tools.
- **Records Management Renewal** – Developed interim guidelines to ensure that records are being managed in accordance with legislative requirements.

Healthy Community Development



Strategic Goal	Objectives
Create complete and connected communities through balanced growth	• Prioritize transit-oriented development and diverse and equitable housing options • Improve neighbourhood connections and identify unique neighbourhood needs, including commercial/retail services • Implement best practices that result in growth that is consistent with community needs

What we achieved in 2023:

- **Cumulative Development Traffic Model** – Developed a computer model to better understand the effects on Port Moody traffic of potential land developments within the City. The model considers various growth scenarios, and enables the creation of metrics / targets for key roadways crossing the City Centre.
- **Moody Centre Transit-Oriented Development (TOD) Area** – Council endorsed a framework for Official Community Plan (OCP) Amendment and Rezoning Applications to provide guidance on several topics that supplement existing OCP policies for the TOD area and assists in the review of OCP amendment and rezoning applications and delivering the OCP vision for the overall TOD area.

Strategic Goal	Objectives
Provide safe, efficient, and accessible transportation options	• Embrace a multi-modal approach for mobility • Provide safe and comfortable transportation options for all ages and abilities • Strategically plan for the City's transportation networks

What we achieved in 2023:

- **Transportation Assessment for New Developments** – Created a requirement for developers to include comprehensive transportation demand management (TDM) strategies in proposals for new large development projects.
- **Bus Stop Accessibility Improvements** – This annual program facilitated improvements for transit users throughout the City by modifying transit stops and sidewalk space to make the experience safer and increase accessibility. It also included providing bus shelters in areas currently underserved.
- **Suter Brook Village Traffic Improvement Pilot** – Implemented and monitored a traffic pattern change to one-way travel on Brew Street from Morrissey Road to Capilano Road in order to improve safety and traffic flow.
- **Bike Route Review** – Reviewed a short list of existing bike routes to recommend potential vehicle/bike separation measures, priorities, and cost estimates. Reported back to Council to request funding to implement the higher priority bike route improvements.

Strategic Goal	Objectives
Enhance community wellbeing	• Facilitate community well-being through programs and long-term planning • Provide recreation services and access to indoor and outdoor amenities for all ages and abilities • Incorporate our values, including diversity, equity, inclusion, Truth and Reconciliation, and climate action, into our policies, plans, and initiatives

What we achieved in 2023:

- **Accessibility Plan and Response** – Planned out the City's response to Accessible BC legislation, including developing an accessibility plan, striking an internal accessibility committee, and creating a public feedback mechanism on accessibility. Related work on City facility accessibility audits and improvements was also conducted.

Resilient Natural Environment



Strategic Goal	Objectives
Protect, integrate, and enhance our natural assets	• Protect and enhance natural waterways and the public foreshore • Expand the City's green infrastructure • Strengthen the City's urban forest

What we achieved in 2023:

- **Urban Forest Management Strategy** – Provided the City with direction in future decisions and management of the urban forest through the development of a vision, values, benefits, principles, goals, objectives, and recommendations. The implementation of the Urban Forest Management Strategy will plan and provide for the long-term protection and sustainable management of trees within the city.

Strategic Goal	Objectives
Advance climate change mitigation and adaptation	• Prioritize implementation of climate action initiatives • Plan for extreme weather, coastal flooding, and sea level rise • Collaborate on regional initiatives

What we achieved in 2023:

- **Tri-Cities Climate Mobility Strategy** – Initiated Tri-Cities working group to coordinate on a Tri-Cities climate ready mobility strategy. Completed workshop with transportation and planning staff from each of the Tri-Cities.
- **GHG Reduction Pathways Feasibility Study** – Completed energy assessments for 22 City-owned facilities, identified carbon reduction measures, and developed a carbon reduction pathway for achieving carbon neutrality by 2040 on a corporate basis.

Strategic Goal	Objectives
Enhance and expand parkland and open spaces	• Increase, expand, and enhance urban parks • Optimize park-user experiences • Increase and improve trails and open spaces

What we achieved in 2023:

- **Tennis and Pickleball Report** – Developed interim steps for tennis and pickleball courts including the approval of a new Pickleball Court in Town Centre.
- **Shoreline House Post Project (*In the Presence of Ancestors*)** – Two house posts were blessed in ceremony on June 21, 2023.
- **Shoreline Trail Boardwalk Replacement** – Detailed project design for the boardwalk and bridges has been completed.
- **Tree Protection Bylaw Update** – Conducted stakeholder engagement and public engagement on the Urban Forestry Management Strategy as well as the Tree Protection Bylaw, including a survey and open house.

Vibrant and Prosperous Community



Strategic Goal	Objectives
Improve the local business climate	• Prioritize implementation of the Economic Development Master Plan • Focus on growth of priority business areas • Provide support and communication to businesses in redevelopment areas

What we achieved in 2023:

- **Competitive Analysis and Target Identification** – Nearly finalized the first phase of the project including investment attraction pieces, target sector identification, investment readiness survey.
- **Economic Development Microsite** – Launched a microsite, hosted on the City's website, dedicated to support economic development, investment attraction and business retention.
- **Business Outreach Program Formalization** – Completed a preliminary draft.

Strategic Goal	Objectives
Enhance vibrancy through placemaking, arts, culture, heritage, and tourism	• Develop a vision for the "City of the Arts" • Facilitate events and festivals in our community • Strengthen the vibrancy of our waterfront and main thoroughfares

What we achieved in 2023:

- **St Johns Redesign Project Phase 1** – Construction between Moody Street and Albert Street was almost completed and parking in front of businesses along St. Johns Street Eastbound (Grant to Kyle) was re-opened. The project team and contractor worked closely with local business owners to minimize the impacts of construction and maintained access to these businesses.
- **Zero Waste Strategy for City Facilities, Parks, and Events** – A consultant was retained for this project following an RFP process. A staff working group to support the project was convened and supported facility walk-throughs and baseline waste audits, including at a major City event.

Strategic Goal	Objectives
Leverage public spaces	• Determine strategic direction for existing and future civic facilities • Determine direction for underutilized City lands • Enhance places where people naturally gather

What we achieved in 2023:

- **Pop Up Parks** – Developed pop up parks at Queens St Plaza and Kyle Park. The parks animated underutilized spaces and facilitated increased engagement with the public.
- **Facility Climate Audits** – Performed comprehensive climate audits on all civic facilities and prioritized upgrades where feasible and where a high risk was identified.
- **Civic Facility Accessibility Assessments** – Consultant completed all site reviews and began work on assessment reports, which were finalized in early 2024.



Section Three

Financial Plan Overview

Financial Policies

When compiling the City of Port Moody's Five-Year Financial Plan, the following policies are used as a framework to ensure proper fiscal accountability and stewardship over the City's funds:

Balanced Five-Year Budget

In compliance with Section 165 of the *Community Charter*, the City's Five-Year Financial Plan must be balanced. The total of proposed expenditures and transfers to other funds for a year must not exceed the total of proposed funding sources and transfers from other funds for the year. The budget of a City has the force of law and is a key component of compliance in the public sector. Budget comparisons are required to be presented in conjunction with the City's financial statements, and authority to spend is provided exclusively through the budget adopted by Council. The budget aligns spending with Council and community priorities to provide valued services and programs.

Public Consultation

In compliance with Section 166 of the *Community Charter*, the City's Five-Year Financial Plan must be available for public consultation prior to the plan being adopted. The plan must be adopted by May 15.

Basis of Budgeting

The budget is prepared using the accrual method of accounting. This is consistent with Public Sector Accounting Board (PSAB) requirements when compiling financial statements. PSAB requires that all inter fund activities be eliminated. However, for budgeting purposes these are included in the plan to provide a balanced and transparent budget.

Tangible Capital Asset Policy

Tangible capital assets are also budgeted according to PSAB standards. As per the City's Tangible Capital Asset (TCA) Policy, tangible capital assets are non-financial assets with physical substance that:

- Are held for use in the production or supply of goods and services, for rental to others, for administrative purposes or for the development, construction, maintenance or repair of other tangible capital assets
- Have useful economic lives extending beyond an accounting period
- Are to be used on a continuing basis
- Are not for sale in the ordinary course of operations

Examples of TCAs at the City are:

- Fleet Vehicles
- Buildings & Office Furniture
- Roads
- Water and Sewer Infrastructure
- Computers and Telecommunications Equipment

The City of Port Moody is fortunate to have many natural assets that reduce the need for engineered infrastructure that would otherwise be required. This includes the numerous creeks, ditches, forests, wetlands, and coastal and riparian areas all of which contribute to storm water management. Canadian public sector accounting standards do not currently allow for the valuation and recording of such assets into the financial statements of the City. As such, these natural assets are not reported in the financial statements. Nevertheless, the City acknowledges the importance of these assets and the need to manage them in conjunction with engineered infrastructure.

Asset Management Plans

The City's Asset Management Investment Plans (AMIP) provide an integrated approach that combines planning, life cycle and risk analysis. Furthermore the AMIP includes financing principles to guide staff in managing infrastructure effectively and efficiently.

An effective asset management process enables the City of Port Moody to continuously deliver defined levels of service at an acceptable level of risk while managing the costs of owning, operating and maintaining infrastructure assets during their lifespan.

Natural Asset Policy

The City's Natural Asset Policy (approved in 2024) outlines the City's objectives and principles to guide the development and implementation of natural asset management (NAM) processes, practices, and systems. Implementation of NAM will improve the City's ability to monitor, protect, enhance, and maintain natural assets for:

- sustainable service delivery;
- the reduction of GHGs; and
- improved resilience to climate change, quality of life, biodiversity, and health and resilience of ecological processes.

Debt Management

The City recognizes that the foundation of any well-managed debt program is a comprehensive debt policy. Debt Management Policies set forth the parameters for issuing debt and managing outstanding debt and provides guidance to decision makers regarding the timing and purposes for which debt may be issued and the types of debt and structural features that may be incorporated.

Investment of Available Funds

The investment policy for the City provides the framework for investment portfolio management to City staff. This policy considers industry best practices, and incorporates recommendations pursuant to the Government Finance Officers Association (GFOA).

It is the policy of the City to invest municipal funds in a manner that will provide the optimal blend of investment security and return, while meeting the daily cash flow demands of the City and complying with the statutory requirement of the *Community Charter*. These policy guidelines are applicable to all funds managed by the City. These funds are pooled and interest revenue is allocated on an annual basis.

Investments managed by the City invested in accordance with sound investment management principles contained within the policy and conform to Section 183 of the *Community Charter*.

Investments reflect a conservative philosophy based on three fundamental objectives, in the following order of priority:

Preservation of Capital – Investments shall be made to ensure the safety of the principal within the portfolio. This is accomplished by placement of funds with creditworthy institutions and through portfolio diversification. Portfolio diversification is necessary in order to minimize potential losses on individual securities and to maximize the yield from a combination of financial products.

Liquidity – The investment portfolio shall remain sufficiently liquid to meet all operating and capital requirements that may be reasonably anticipated.

Return on Investment/Yield – The investment portfolio shall be designed with the objective of maximizing market rate of return subject to the investment risk constraints and liquidity requirements of the City.

Socially Responsible Investing

It is widely acknowledged that the extraction and burning of fossil fuels contributes to atmospheric buildups of carbon dioxide, and as a result, the earth's temperatures have been slowly increasing to critical levels causing catastrophic climate changes. While there is global acceptance that industry and the economy should be moving away from reliance on fossil fuels to reduce carbon emissions into the atmosphere, the debate lies in the urgency, how the transitions should be managed, and where the pressures to reduce should be exerted. There is a widely held belief that finance can be a tool to combat climate change. Following along this line, the City decided in 2020 to exert financial pressure by diverting City investment funds away from companies that use those funds to finance the extraction and burning of fossil fuels.

Over the past two decades, an increasing number of investors have begun to consider non financial criteria, such as social and environmental criteria, in making investment decisions labelled socially responsive investing (SRI). Various investors, with different motives, engage in SRI through distinct strategies. While the SRI movement is gaining momentum, the effects of SRI strategies have been difficult to identify and quantify. Currently, throughout the investment world, there is increased focus on improving and standardizing SRI "labels" to support transparency and consistent practices with regard to investments labelled SRI. The intent is to reduce confusion, level the playing field and avoid paying unnecessary premiums.

As a result of the current inconsistencies around evaluation criteria, rating agencies and the overall complexity around SRI, local governments looked to the Municipal Finance Authority (MFA) to develop a fossil fuel free fund that member municipalities could confidently invest in. The City, like other agencies, was willing to look beyond portfolio performance alone and adopt a policy that supports the divestment movement, helping steer the economy away from reliance on fossil fuels as a long term financial strategy to protect the global environment. In 2020, the City amended its investment policy and invested a significant portion of the portfolio into the newly developed MFA fossil free fund.

Fund Structures

The resources and operations for budgeting and accounting purposes are segregated into Operating and Capital Funds for General, Water, and Sewer & Drainage. Additionally, statutory Reserve Funds have been created for specific purposes as outlined in the *Community Charter*. The Sewer & Drainage Fund (Operating and Capital) relates only to the Sewer and Drainage Utility section. Similarly the Water Fund (Operating and Capital) relates only to the Water Utility section. All other Departments are included in the General Fund.

Each fund contains capital and operating reserves, the majority of which are within the general fund. As noted, the city also operates statutory reserve funds for specific purposes as outlined in the *Community Charter*. The City's Funds and Reserves, which are established by Council, assist with long term financial stability and financial planning. Adequate reserves provide financial flexibility, mitigate risks, weather uncertainties, and help ensure the ongoing viability and financial sustainability of the City. Reserves are also leveraged to enhance and sustain the City infrastructure and assist in supporting programs and community services.

Statutory Reserve Funds

Statutory Reserve Funds are segregated and restricted for a specific purpose. They represent monies set aside either by law of Council or by the requirement of provincial legislation. Interest earned on Reserve Funds is allocated to the specific Reserve Fund that earned it. Reserve Funds are primarily used to fund capital activities.

<i>Community Charter</i>	<i>City Bylaws</i>
Equipment Replacement Reserve	General Statutory Reserve
Land Sales Reserve	Heritage Reserve
Local Improvement Reserve	
Tax Sale Reserve	
Off Road Parking Reserve	

General Funds

The General Fund is the primary fund for most municipal services and departments. This fund has a number of sources – the largest of which is property taxation. This fund provides a number of services to the community including: Community Services, Corporate and Administrative Services, Engineering and Operations, Development Services, Park and Environmental Services, Fire Rescue, Police, and Library.

Non-Statutory Reserves are allocated at the discretion of Council, often as part of an overall strategy for funding programs and services. Reserves are an allocation of unappropriated net revenue. They are not associated with any specific asset. Interest earning on reserves is at the discretion of Council.

Reserve Accounts: These are appropriations of surplus earmarked for specific purposes such as dealing with operational variances, emergencies, or unknown or planned events. Reserve accounts are established by Council resolution or Bylaw.

<i>General Operating Fund</i>	<i>General Capital Fund</i>
Emergency Insurance Reserve	Anchor Encroachment Reserve
Emergency Vehicle Collision Reserve	Sanitation Utility Reserve
Assessment Appeals Reserve	Asset Replacement Reserve
Development Process Reserve	City Artworks Reserve
Future Operating Reserve	MRN Pavement Rehab. Reserve
Suterbrook Reserve	Affordable Housing Reserve
New Initiatives Reserve	Canada Community Building Fund
Climate Action Program Reserves	Master Transportation Plan Reserve
Payroll and Benefits Reserves	Community Amenity Contribution Reserve
Recycling and Waste Management Reserve	Density Bonus Reserve
Covid Safe Restart Reserve	Growing Communities Fund Reserve
Public Art Reserves	Other Reserves for Capital Purposes
Other Reserves for Operating Purposes	

Sewer & Drainage Utility Funds

The Sewer and Drainage Utility, which is self-funded and balanced, pays for allocated regional capital expenditures and usage fees to the Greater Vancouver Sewerage and Drainage District (GVS&DD) for sewerage transfer, treatment and the disposal of solid waste. The costs associated with the building and maintenance of local sewer and drainage infrastructure is also funded.

<i>Sewer & Drainage Operating Fund</i>	<i>Sewer & Drainage Capital Fund</i>
Insurance Reserve	Sewer Capital Reserve
	Drainage Capital Reserve

Water Utility Funds

The Water Utility, which is self-funded and balanced, covers costs associated with water purchases, maintenance and both regional and local capital infrastructure. The Greater Vancouver Water District (GVWD) is responsible for acquiring water, maintaining the supply, ensuring its quality and delivering it to the member municipalities for distribution by local systems.

<i>Water Operating Fund</i>	<i>Water Capital Fund</i>
Insurance Reserve	Water Capital Reserve
Price Stabilization Reserve	

Consolidated Statement of Operations

	2022 Budget	2022 Actuals	2023 Budget	2023 Actuals	2024 Financial Plan
Revenue					
Taxes					
Real property	\$ 48,931,114	\$ 48,973,207	\$ 54,254,385	\$ 54,251,544	\$ 59,386,796
Private utility companies	365,721	365,721	392,314	392,314	419,925
	49,296,835	49,338,928	54,646,699	54,643,858	59,806,721
Payments in lieu of taxes	586,866	593,247	1,707,978	1,778,170	1,714,978
Sale of services					
Environmental health services	3,336,589	3,463,557	3,522,169	3,649,971	3,805,837
Recreational and cultural services	3,966,224	3,563,989	3,798,268	4,355,771	3,973,019
Sewer utility fees and charges	7,392,648	7,726,171	8,022,159	8,434,356	8,928,216
Water utility fees and charges	8,205,830	8,480,113	8,568,684	9,098,627	8,713,676
Other revenue	3,693,392	4,791,324	4,572,787	7,485,329	5,732,019
Investment income	685,000	2,531,896	827,000	4,706,199	952,000
Contributed tangible capital assets	-	8,911,867	-	427,917	-
Government transfers	13,593,701	4,289,615	20,319,920	17,612,782	8,053,491
Private contributions	47,689	3,349,196	31,000	2,334,672	-
Development levies utilized	17,914	74,671	1,857,496	1,727,452	2,284,962
Total Revenues	90,822,689	97,114,574	107,874,159	116,255,104	103,964,919
Expenses					
Corporate Administration	11,450,675	10,575,756	12,890,814	11,083,161	13,528,622
Community Development	5,039,850	3,983,288	5,958,526	5,061,754	6,377,652
Community Services	20,075,255	17,861,089	22,054,578	20,531,360	23,763,905
Engineering & Operations	11,484,043	11,172,514	11,999,569	11,209,162	12,756,968
Library	2,549,511	2,226,974	2,653,360	2,340,612	3,055,916
Police	13,869,459	13,237,915	15,052,389	14,855,271	15,965,258
Fire	10,008,811	9,941,519	10,827,860	11,132,841	12,031,031
Sewer & Drainage	6,887,133	5,999,066	7,765,243	7,175,024	8,833,506
Water	7,991,509	7,307,825	8,556,062	7,546,141	8,546,762
Total Expenses	89,356,245	82,305,946	97,758,401	90,935,326	104,859,619
Annual Surplus before Capital Expenditures	1,466,444	14,808,628	10,115,758	25,319,778	(894,700)
Accumulated Surplus, beginning of year	747,015,332	747,015,332	761,823,960	761,823,960	787,143,738
Accumulated Surplus, end of year	\$ 748,481,776	\$ 761,823,960	\$ 771,939,718	\$ 787,143,738	\$ 786,249,038

Statement of Activities by Fund and Fund Balances

	General Fund	Sewer & Drainage Utility	Water Utility
Revenue			
Taxes			
Real property	\$ 59,386,796	\$ -	\$ -
Private utility companies	419,925	-	-
	59,806,721	-	-
Payments in lieu of taxes	1,714,978	-	-
Sale of services			
Environmental health services	3,805,837	-	-
Recreational and cultural services	3,973,019	-	-
Sewer utility fees and charges	-	8,928,216	-
Water utility fees and charges	-		8,713,676
Other revenue	5,695,618	18,787	17,614
Investment income	712,000	120,000	120,000
Contributed tangible capital assets	-	-	-
Government transfers	7,996,139	57,352	-
Private contributions	-	-	-
Development levies utilized	2,284,962	-	-
Total Revenues	85,989,274	9,124,355	8,851,290
Expenses			
Corporate Administration	13,528,622	-	-
Community Development	6,377,652	-	-
Community Services	23,763,905	-	-
Engineering & Operations	12,756,968	-	-
Library	3,055,916	-	-
Police	15,965,258	-	-
Fire	12,031,031	-	-
Sewer & Drainage	-	8,833,506	-
Water	-	-	8,546,762
Total Expenses	87,479,351	8,833,506	8,546,762
Annual Surplus before Capital Expenditures	(1,490,077)	290,849	304,528

Employee Base

Full-Time Equivalents (FTEs) Summary per Department

In 2024, all departments are budgeting for a full staffing complement at the top pay level, rather than the current pay step of each employee. The budget allocates 428.31 full-time equivalents (FTEs), including full-time, part-time, auxiliary, casual staff, and PMPD members. This represents a 15.03 FTE increase compared to the prior year's budget. Historical comparisons for departmental FTEs are also provided:

Department	2022 Budget	2023 Budget	2024 Budget
City Administration*	11.23	3.00	3.20
Community Development	25.64	28.31	30.07
Community Services	116.30	127.62	131.39
Corporate Services	n/a	23.03	22.80
Engineering & Operations	37.15	38.81	42.76
Finance & Technology	25.57	26.79	27.15
Fire Rescue	50.00	52.00	54.00
Library	18.66	18.76	19.20
People, Communications & Engagement*	11.47	n/a	n/a
Police	69.00	70.00	71.00
Utilities	20.00	21.00	24.24
Total	385.02	413.28	428.31*

Certain prior year figures have been updated for comparative purposes to conform with the current year presentation.

* Legislative Services Division has been reclassified from City Administration to Corporate Services in 2023 Budget.

* People, Communications & Engagement has been renamed to Corporate Services in 2023 Budget.

* Positions that have no tax impact and funded from reserves and capital projects are added to the FTE count.

New Positions in 2024

The Council has approved the following new positions to meet service demands that are funded through taxation, a total of 3.84 FTEs, with the Police Training Sergeant position to be phased in over two years.

Department	FTE	Position Title
Community Services	0.84	Public Art Coordinator - RPT
Fire Rescue	2.00	Firefighter
Police	1.00	Police Training Sergeant
Total New Positions	3.84	

Position Adjustments with No Tax Impact in 2024

These adjustments are related to the positions that are funded from reserves or projects and have no tax impact to residents and businesses.

Department	FTE	Position Title
Community Development	0.31	Building Official I - AUX
Community Development	0.13	Community Development Assistant - AUX
Community Development	1.00	Assistant Manager of Planning
Community Development	-1.00	City Planner
Community Development	1.00	Development Planner
Community Development	1.00	Manager of Development Planning
Community Development	0.50	Planning Technician - AUX
Community Development	1.00	Senior Development Planner
Community Development	-1.00	Senior Planner
Community Development	0.71	Senior Planner - AUX
Community Development	-1.00	Policy Planner
Community Development	1.00	Senior Planner
Community Services	1.00	Urban Forestry Supervisor
Engineering & Operations	1.00	Civil Engineer
Engineering & Operations	1.00	Project Manager
Engineering & Operations	-0.08	Labourer - MRN
Engineering & Operations	1.00	Operations Assistant - RPT
Engineering & Operations	1.00	Works Yard Maintenance Worker
Finance & Technology	0.50	Mapping & GIS Technologist I
Utilities	0.13	Labourer - AUX
Utilities	0.20	Labourer - AUX
Utilities	-0.59	Labourer - Water
Total Position Adjustments with No Tax Impact	8.81	

Position Adjustments with Tax Funding in 2024

These adjustments are related to the positions that are funded from taxation and/or related to the reallocation of existing resources to adapt to service needs.

Department	FTE	Position Title
City Administration	0.20	Executive Assistant - City Manager
Community Development	0.11	Building Assistant - AUX
Community Development	-1.00	Planning Assistant I
Community Development	1.00	Planning Assistant II
Community Services	0.80	Research & Special Projects Coordinator - RPT
Community Services	-0.80	Research Assistant - RPT
Community Services	0.01	Events Assistant - RPT
Community Services	0.02	Front of House Assistant - AUX
Community Services	-0.32	House Technician I - AUX
Community Services	-0.20	Labourer - AUX
Community Services	0.06	Theatre Coordinator - RPT
Community Services	0.30	Labourer - AUX
Community Services	0.23	Labourer - Parks Maintenance - TFT
Community Services	1.00	Building Service Worker Lead Hand
Community Services	-1.00	Building Services Worker 2
Community Services	2.00	Facilities Maintenance Lead Hand
Community Services	-1.00	Facilities Shift Supervisor
Community Services	-1.00	Senior Facilities Maintenance Worker
Community Services	0.12	Equipment Operator - TFT
Community Services	1.00	Field Arborist
Community Services	0.11	Horticultural Assistant - TFT
Community Services	0.19	Labourer - Horticulture - TFT
Community Services	0.46	Labourer - Parks Maintenance - TFT
Community Services	0.05	Labourer - Trails - TFT
Community Services	-0.37	Labourer, General
Community Services	1.00	Trail Supervisor
Community Services	-2.00	Urban Forestry Technician
Community Services	1.00	Assistant Manager of Recreation
Community Services	0.27	Recreation Attendant - RPT
Corporate Services	-1.00	Corporate Planning Advisor
Corporate Services	1.00	Manager of Corporate Planning
Corporate Services	-0.23	Receptionist - AUX

Department	FTE	Position Title
Engineering & Operations	0.05	Customer Service Process Coordinator - AUX
Engineering & Operations	-1.00	Engineering Technologist
Engineering & Operations	-0.03	Engineering Technologist - AUX
Engineering & Operations	1.00	Senior Engineering Technologist
Engineering & Operations	-0.57	Operations Assistant - RPT
Engineering & Operations	0.33	Labourer - Roads - TFT
Engineering & Operations	0.25	Labourer - AUX
Finance & Technology	0.36	Accounting Clerk - RPT
Finance & Technology	1.00	Deputy CFO/Manager of Financial Planning
Finance & Technology	-1.00	Manager of Financial Planning
Finance & Technology	1.00	GIS Coordinator
Finance & Technology	1.00	GIS Supervisor
Finance & Technology	-2.00	Mapping & GIS Technologist II
Library	-0.01	Administrative Assistant Library - AUX
Library	-0.37	Circulation Assistant - AUX
Library	0.83	Circulation Assistant - RPT
Library	0.01	Librarian 1 - RPT
Library	-0.02	Program & Services Advisor - AUX
Utilities	-0.46	Labourer - Drainage
Total Position Adjustments with Tax Funding	2.38	

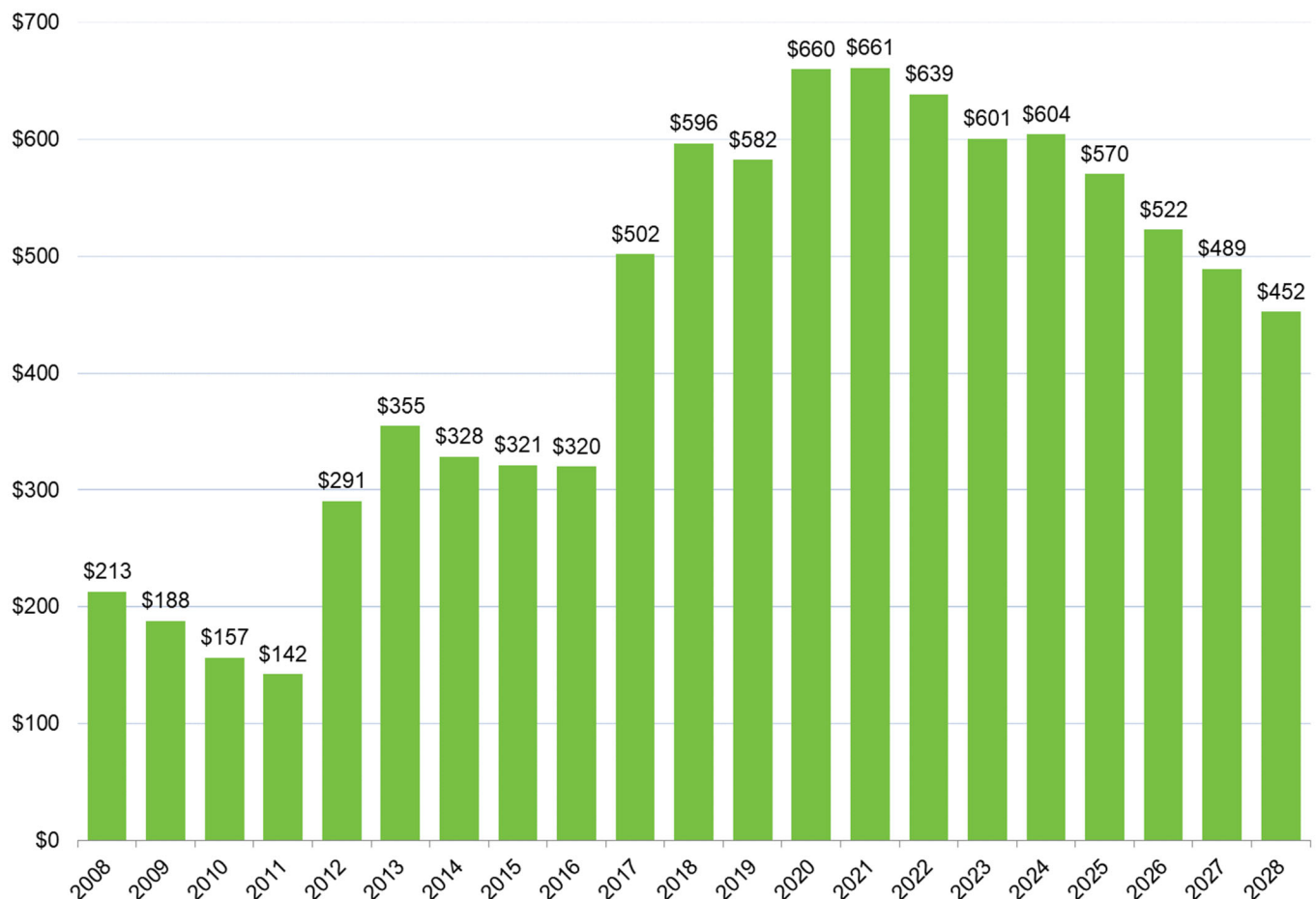
Debt

In addition to our cash, reserves, and the age and condition of our assets, a financial health analysis must consider our debt levels and debt capacity.

Local governments rarely amass the cash surpluses required to pay the significant cost of major capital projects and must periodically use debt markets to finance the infrastructure needed to continue to deliver critical services to the community. Debt is a recognized and accepted financing strategy, and an effective way of smoothing infrastructure costs over time so that all benefiting generations share costs equitably. Using debt to finance large capital projects allows those projects to proceed sooner, often allowing the local government to leverage the borrowed dollars against federal or provincial grant programs. Being a debt-free municipality is a lofty goal but, as good as it sounds, it is not good when viewed in the context of deteriorating infrastructure.

In BC, all long-term capital financing is required to be financed through the Municipal Finance Authority (MFA). The MFA was created in 1970 by the Province to pool the borrowing needs of all local governments in BC to provide the most competitive rates possible. The MFA's continued triple AAA credit rating means it is able to offer lending rates the private banking establishment has not been able to match. While the City continues to access debt to supplement its capital financing needs, the City retains a healthy debt capacity and debt-per-capita ratio.

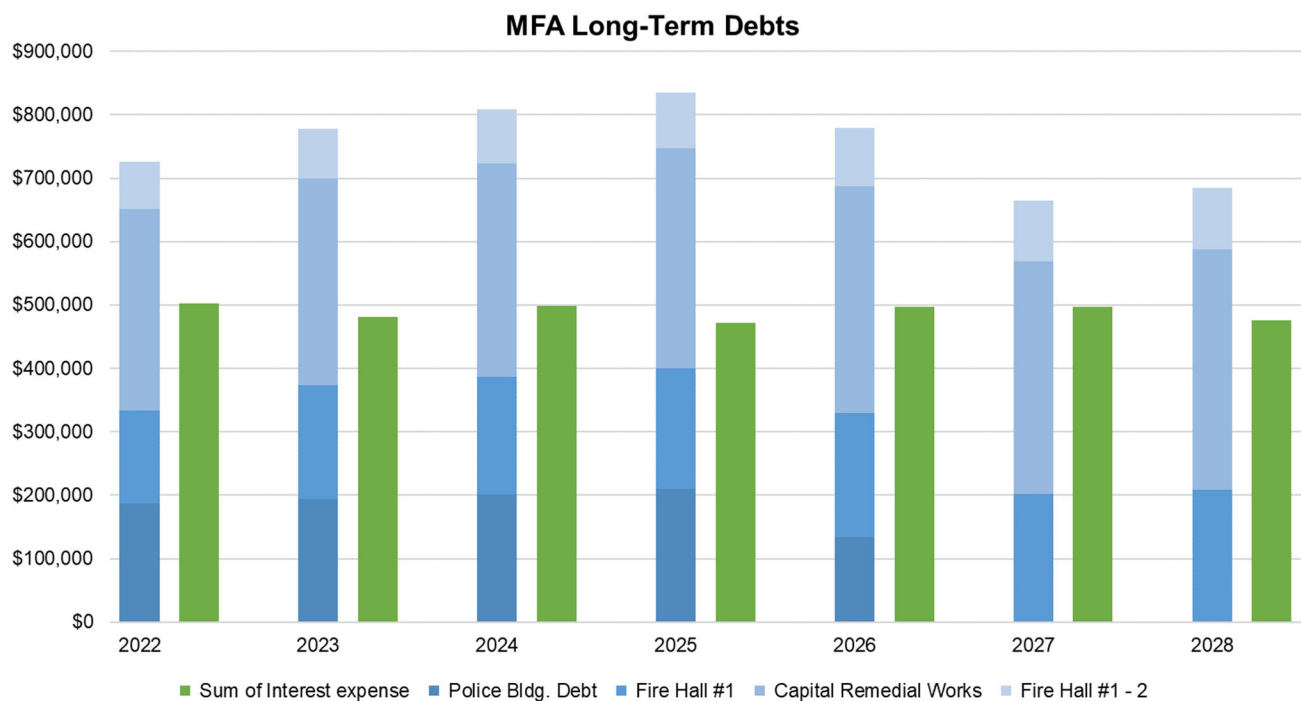
Debt per Capita, 2008-2028



The City was virtually debt-free in 2004 and, in 2005, took on debt to expand and renovate the aging Recreation Complex. Again in 2006, the City needed to borrow to replace the Police Building which had reached the end of its useful life.

In the April 16, 2011 referendum, the public approved borrowing up to \$16 million to replace another aging building, Fire Hall #1. Borrowing to replace the fire hall was not a decision made lightly. Replacing a fire hall is considered a safety priority. To minimize the impact to taxpayers, Council capped the project at \$11 million and the borrowing at \$9 million and established a Fire Hall Replacement Levy to pay the debt. The City borrowed \$6 million in 2012 and \$3 million in 2013. The resulting debt rose to approximately \$291 per capita in 2012, and increased to \$355 per capita in 2013.

In 2015, the debt taken on in 2005 to renovate and expand the Recreation Complex was fully paid off. In 2016, the City repurposed the funding used to finance the 2005 debt to fund \$10.5 million in debt for emergency and backlogged repairs to some critical City assets (e.g. City Hall, Recreation Complex, Port Moody Arts Centre). The repairs were identified by consultants and architects through facility condition assessments. By repurposing the 2005 debt funding, the City was able to avoid a tax increase to finance the debt (2017 and 2018).



* The chart excludes equipment financing (short-term).

Most recently, the City has used debt to finance the replacement of critical Fire Rescue apparatus. The City's Ladder Truck and a Fire Engine were replaced in 2020, a Fire Engine was replaced in 2022, and a Fire Rescue truck was replaced in 2023.

Under *Community Charter* section 174, municipalities may incur debt, to a maximum Liability Servicing Limit, calculated as 25% of annual municipal revenues that are considered controllable and sustainable (taxes, fees, and unconditional grants) less net taxation revenue from Class 4 properties (i.e. where Class 4 revenues are higher than the provincial average). In 2023, the City of Port Moody had a liability servicing limit of \$23.1 million. For the 2024 financial planning period, the budgeted cost for principal and interest debt payments, including equipment financing in the general operating fund, is \$1.9 million. This amount remains well below the allowable limit.

Section Four

2024-2028

Operating Budget



Photo by Anita Niven

2024 General Operating Fund Budget Highlights

The Five-Year Financial Plan, which allocates the funds and resources to complete the work plans and business plan tasks, is developed based on City Council's Strategic Plan, which sets the high-level goals and objectives for the community. The City of Port Moody's Long Term Strategic Financial Framework, the Asset Management Investment Plan, the 2020 Climate Action Plan, as well as the various master plans guide the financial planning process to ensure resources and infrastructure are properly funded and spent in a financially sustainable manner.

The process begins with specific Budget Guidelines that are approved by Council to guide staff to prepare a sustainable Financial Plan, which considers the following:

- The services and level of service residents expect;
- Revenue including the relative level of taxation for residents;
- Businesses and diversification options;
- The level of taxation subsidies for programs; and,
- The level of funding for assets critical to deliver the services.

Delivering on Council's priorities, while making sure we are planning for a sustainable future for our city and its residents, is an annual challenge. Specific challenges include funding the replacement and maintenance of critical assets, recruiting for skilled labour in a competitive employment market, incorporating new revenue opportunities under a limiting *Community Charter*, managing sustainable growth and development, and balancing the needs and wants of the community regarding the scope and breadth of services and/or the level of services delivered.

Operating Financial Plan

For the General Fund, the Financial Plan Bylaw includes a net budgetary increase of \$4,393,000, which is estimated to represent a 6.9% tax rate increase. This is composed of:

Revenue

Development and construction related application and permit revenues, grant revenues, and program and user fees are projected to increase by \$1,634,000. A significant portion of these increases are offset with reserve transfers noted below.

Salaries and benefits

Salaries, wages, and benefits have increase by \$1,715,000. This represents estimated collective agreement increases for all the bargaining units and management and related overhead and benefit costs such as: WorkSafeBC premiums, extended health benefits, the employer portion of the Canadian Pension Plan (CPP), Employment Insurance (EI), and the Employer Health Tax.

Additionally, the year two phase in of 7.63 FTEs from the 2023 Financial Plan represents an increase of \$401,000.

Operating expenses

Operating expenses are increasing by \$952,000. This represents inflationary increases for operating expenses such as insurance, equipment, contracted services, utilities, legal services, professional services, leases, etc.

Reserve transfers

Transfers to and from reserves are increasing by \$922,000 (1.61%). This increase is primarily related to the increase in development-related revenues noted above.

Port Moody Police

The Port Moody Police submitted their Provisional Budget in October 2023, and their amended budget on February 20, 2024, which had minor adjustments based on updated information, and represents an increase of \$963,000 over 2023 (including the phase in of a new position from the 2023 Financial Plan).

Capital Asset Levy

As noted in the Financial Plan Guidelines, the Capital Asset Levy has increased by an estimated 1% or \$532,000. This is consistent with past practice and ensures that the Asset Reserve and associate capital envelopes have sufficient funds to renew and replace critical city infrastructure.

The total before new service and funding requirements to meet increasing service demand is a 2024 budget increase of \$3,851,000.

New positions to meet service demands

Staff have submitted several new positions that are required to meet ongoing service demands across the City. These total \$499,000 in 2024.

- **Fire Rescue - Fire Masterplan \$272,000**
These positions are required to align with implementation of the Fire Rescue Master Plan.
- **Cultural Services - Public Art Coordinator \$87,000**
Reinstatement of the position that was eliminated from the financial plan in 2020 and increase hours from 3 days/week to Four days/week.
- **Finance - Clerk Support \$10,000**
Additional budget required to convert a current regular part time position to a regular full-time position. This change provides better coverage, cross training (business continuity), and stability within the Finance area for property tax, utility billings, accounts receivable, and accounts payable (including BMO administration).
- **Environmental Services – Invasive and Restoration \$28,000**
Additional temporary full-time hours for outside labour related to invasive species removal and restoration.
- **Port Moody Police – Training Sergeant \$102,000**
The inclusion of a regular full-time Training Sergeant for PMDP operations phased in over two years.

New operating expenses to meet service demands

City staff submitted new operating expenses that are required to meet ongoing service demands across the City. These total \$783,000 in 2024.

- **Fiscal Services - Climate Action Implementation \$532,000**
Increase the annual contribution to the Climate Action Implementation Reserve to provide the necessary annual funding to meet ongoing climate action implementation targets. Approved for inclusion in the 2024 Financial Plan at the September 5, 2023, City Initiatives and Planning Committee.
- **Cultural Services - Car Free Day \$124,000**
Reinstatement of the Community event into the base operating budget. Staff will seek out sponsorship (revenue) opportunities; however, the full cost of the event must be budgeted to provide ongoing certainty for planning purposes.
- **Policy Planning - PUMA energy modelling software for civic buildings \$17,000**
Annual operating budget for energy modelling software.
- **Cultural Services - National Indigenous Peoples Day \$10,000**
Annual operating budget for city-based events to acknowledge/recognize Nation Indigenous Peoples Day.
- **Information Services - Zoom Webinar license \$10,000**
Ongoing annual licensing and support costs for Zoom Webinar, previous funded through the COVID-19 restart grant.
- **Building, Bylaws, & Licensing - BL24001 - Operating Impact for New Vehicle \$4,000**
Annual operating expenses of a new vehicle.
- **Mayor and Council – MABCTF**
Annual budget (additional \$75,000 in 2025) to address the recommendations of the Mayor's Arts and Business Task Force, and offsetting funding from the City's Art Reserve.
- **Port Moody Police - Ongoing Policy Review \$20,000**
Annual operating budget for ongoing policy review across the department.
- **Port Moody Police - Reserve Constable Program \$25,000**
Re-establishment of a reserve constable program including training and uniforms.

New revenue

2024 Growth or Non-Market Change (NMC), which represents an estimate of increases in taxable values unrelated to market increases, is \$738,00 for 2024.

The total budget increase, including reinstated new service and new funding requirements to meet increasing service demand is \$4,393,000.

2024 Net Service Cost by Department

<i>Department</i>	2024 Net Budget	Annual Cost per Average Residential Household
<i>City Administration</i>	1,515,000	76
<i>Community Development</i>	962,000	48
<i>Community Services</i>	12,875,000	645
<i>Corporate Services</i>	3,382,000	170
<i>Engineering & Operations</i>	3,120,000	156
<i>Finance & Technology</i>	4,428,000	222
<i>Fire Rescue</i>	11,245,000	564
<i>Fiscal Services</i>	3,696,000	185
<i>Library</i>	2,272,000	114
<i>Police</i>	14,880,000	746
Total	\$58,375,000	\$2,926

Total Property Charges

The 2024 Financial Plan presented for Council's approval results in an estimated total residential (Class 1) property tax charge increase of 6.9% for the average household assessed at \$1.27 million for 2024, or \$189 for the year (\$3.60 per week). The total blended property charge, which includes property tax and utility levies, is estimated at approximately \$3,034 for the average household, an increase of 6.7% from 2023.

Charge Type	Average Residential Property*		
	Amount (\$)	Increase (%)	Increase (\$)
General Government	1,883	4.7%	128
Port Moody Police	746	1.4%	38
Asset Renewal Levy	251	0.8%	21
MTP Levy - Capital	19	0.0%	-1
Fire Hall #1 Replacement Levy	27	0.1%	3
Proposed Property Tax & Levies Total	2,926	6.9%	189
Storm Drainage	108	0.9%	1
Proposed Property Tax, Levies, & Drainage Total	3,034	6.7%	190
User Fee Utilities (Single Family Dwelling)	1,562	5.5%	81
2024 Total Property Charges	\$4,596	6.3%	\$271

*Based on the 2024 revised roll - Average residential assessed value of \$1,270,000.

Executive Summary - Change over 2023

Budget Driver		Amount (\$)	Driver Impact
Base Operating Budget			
1	Revenue Increases	(1,634,000)	Development and other Permits; Sale of Services
2	Salary, Wages, and Benefits	1,715,000	Salaries and Wages – follows regional patterns
3	2023 New Position Phase in	401,000	7.63 FTEs approved as part of the 2023 Financial Plan
4	Operating Expenses	952,000	Inflationary related increases (i.e. Materials, supplies, contractors, insurance, etc.)
5	Operating Reserves	922,000	Transfers to/from reserves (Development Processing Reserve, Climate Action Program, MRN, etc.)
6	Sub Total - City	2,356,000	
7	Port Moody Police Department	916,000	Police Board - 2024 Budget (as amended and presented Feb 20)
8	2023 New Position Phase in (PMPD)	47,000	1.00 FTE approved as part of the 2023 Financial Plan
9	Total - Operations	3,319,000	
10	Capital Asset Levy	532,000	To fund existing capital asset renewal and replacement
11	Total - Before New Funding Requirements	3,851,000	Maintain 2023 Service Levels
New Revenues			
12	Tax Growth - Non-Market Change	(738,000)	
New 2024 positions to meet service demands			
13	Fire Rescue	272,000	Fire Masterplan (2.00 FTE and Uniforms)
14	Cultural Services	87,000	Public Art Coordinator RPT (reinstated – 2020)
15	Finance	10,000	Clerk Support
16	Environmental Services	28,000	Invasive and Restoration TFT
17	Port Moody Police	102,000	1.00 FTE Police Training Sergeant (Phase in over two years)
18	Total - New Positions	499,000	
New operating expenses to meet service demands			
19	Fiscal Services	532,000	Climate Action Plan Funding (Reserve Transfer)
20	Cultural Services	124,000	Car Free Day (reinstated – 2020)
21	Policy Planning	17,000	PUMA Energy Modelling Software for Civic Buildings
22	Cultural Services	10,000	Recognition Event for National Indigenous Peoples Day
23	Information Services	10,000	Annual Licences for Zoom Webinar
24	Building, Bylaws, & Licensing	4,000	Operating Expenses for new Vehicle
25	Mayor and Council	75,000	Recommendations from the Mayor's Arts and Business Coalition Task Force (MABCTF)
26	Mayor and Council	(75,000)	MABCTF (Reserve Funding)
27	Holiday Lighting Program	41,000	Holiday Lighting Program
28	Port Moody Police	20,000	Ongoing Policy Review
29	Port Moody Police	25,000	Reserve Constable Program
30	Total - New Operating Expenses	783,000	
2024 Financial Plan - Total Budget Increase		4,393,000	

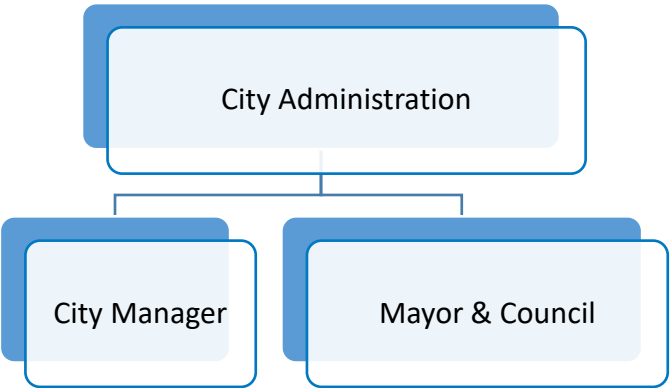
Operating Budget Summary 2024 - 2028						ALL Division				
	Budget	Plan	Plan	Plan	Plan	Actual	Actual	Revised Budget	Revised Budget	Revised Budget
	2024	2025	2026	2027	2028	2021	2022	2021	2022	2023
City Administration										
City Manager	789,772	808,459	823,868	838,518	853,445	778,871	832,912	698,466	706,923	746,728
Mayor & Council	725,635	818,357	909,948	926,977	944,243	515,804	540,336	523,256	554,658	601,620
Total City Administration	1,515,408	1,626,816	1,733,817	1,765,495	1,797,689	1,294,675	1,373,248	1,221,721	1,261,580	1,348,348
Community Development										
Building, Bylaw & Licensing	-53,398	-27,236	19,584	17,710	33,750	-67,815	-287,080	96,835	944	19,395
Community Development Admin	497,662	509,992	520,846	531,765	542,041	711,929	534,212	436,749	456,492	480,442
Development Planning	220,794	220,765	226,652	232,056	237,567	5,928	25,302	207,503	169,170	165,851
Policy Planning	297,039	306,540	312,986	319,456	326,055	249,448	197,644	202,056	225,279	275,809
Total Community Development	962,097	1,010,061	1,080,068	1,100,986	1,139,413	899,489	470,078	943,143	851,886	941,497
Corporate Services										
Communications and Engagement	654,431	669,368	682,671	705,733	719,490	630,655	469,304	635,732	575,499	619,314
Corporate Services Admin	386,891	396,430	404,252	412,230	420,367	210,148	268,611	205,880	254,931	349,167
Human Resources	1,127,745	1,153,285	1,174,224	1,195,357	1,216,906	948,764	1,025,072	946,922	1,004,167	1,083,845
Legislative Services	1,213,314	1,240,687	1,264,178	1,287,492	1,311,268	809,764	850,960	814,165	983,939	1,140,318
Total Corporate Services	3,382,382	3,459,771	3,525,325	3,600,811	3,668,030	2,599,332	2,613,947	2,602,699	2,818,537	3,192,644
Community Services										
Community Services Admin	330,941	315,895	321,547	328,076	334,739	251,247	269,630	262,362	269,298	306,239
Cultural Services	1,713,400	1,754,369	1,792,669	1,822,562	1,856,619	742,389	887,767	979,114	1,039,663	1,447,915
Environmental Services	621,173	634,719	650,883	664,595	675,786	459,984	451,220	480,298	483,217	556,166
Facilities	4,630,466	4,781,987	4,905,929	5,022,292	5,133,004	3,949,486	4,037,035	4,052,523	4,279,033	4,433,697
Parks	3,801,965	3,934,910	4,031,418	4,177,361	4,183,567	2,529,885	2,740,271	2,565,612	2,821,318	3,265,318
Recreation	1,776,580	1,859,351	1,911,381	1,927,123	1,959,302	571,199	1,272,493	710,356	776,984	1,714,629
Total Community Services	12,874,524	13,281,232	13,613,827	13,942,009	14,143,017	8,504,189	9,658,417	9,050,266	9,669,513	11,723,964
Engineering & Operations										
Engineering	453,022	464,996	475,418	485,801	496,346	436,073	291,147	498,955	457,118	395,871
Fleet	0	0	0	0	0	82,721	143,558	0	0	8,938
MRN	0	0	0	0	0	689	751	0	0	0
Operations Admin	321,309	332,039	341,421	350,391	359,329	344,430	407,547	255,190	317,548	338,398
Operations	2,345,755	2,436,529	2,509,835	2,578,310	2,644,997	1,793,868	1,982,222	2,048,171	2,104,164	2,287,669
Total Engineering & Operations	3,120,086	3,233,565	3,326,673	3,414,502	3,500,672	2,657,781	2,825,225	2,802,316	2,878,830	3,030,877
Fire Rescue										
Fire Rescue	11,245,340	11,941,847	12,669,321	13,320,289	13,986,182	9,156,549	9,748,475	9,238,463	9,551,477	10,200,051
Total Fire Rescue	11,245,340	11,941,847	12,669,321	13,320,289	13,986,182	9,156,549	9,748,475	9,238,463	9,551,477	10,200,051
Finance & Technology										
Finance	2,190,543	2,256,938	2,317,352	2,378,488	2,440,070	1,710,522	1,810,764	1,825,602	1,858,438	2,042,484
Information Services	2,237,319	2,288,830	2,441,316	2,487,946	2,534,793	1,463,994	1,604,861	1,511,493	1,709,467	1,967,181
Total Finance & Technology	4,427,862	4,545,768	4,758,668	4,866,434	4,974,863	3,174,516	3,415,624	3,337,095	3,567,906	4,009,665
Fiscal Services										
Fiscal Services	-54,679,732	-56,970,489	-59,158,400	-60,994,377	-62,760,616	-42,227,583	-44,656,668	-43,345,220	-45,396,157	-50,404,807
Total Fiscal Services	-54,679,732	-56,970,489	-59,158,400	-60,994,377	-62,760,616	-42,227,583	-44,656,668	-43,345,220	-45,396,157	-50,404,807
Library										
Library	2,272,417	2,333,483	2,390,875	2,434,096	2,487,449	1,837,765	1,877,027	1,948,298	2,019,407	2,188,150
Total Library	2,272,417	2,333,483	2,390,875	2,434,096	2,487,449	1,837,765	1,877,027	1,948,298	2,019,407	2,188,150
Police										
Police	14,879,616	15,537,947	16,059,827	16,549,756	17,063,302	11,842,317	12,540,860	12,201,220	12,777,022	13,769,612
Total Police	14,879,616	15,537,947	16,059,827	16,549,756	17,063,302	11,842,317	12,540,860	12,201,220	12,777,022	13,769,612
Total ALL	0	0	0	0	0	-260,970	-133,767	0	0	0

City Administration

2024 - 2028 Operating Budget

City Administration

The City Administration Department includes the City Manager Division and the Mayor and Council Divisions.



The City Manager’s Office serves Council directly and acts as the primary liaison between staff, City Council, and the Mayor’s Office. The City Manager’s role is to put Council’s priorities into action, guide staff as they provide professional advice and recommendations to Council on items for decision, and ensure that a high level of customer service is maintained for the citizens of Port Moody. This includes leading the implementation of Council’s Strategic Plan, policies, and decisions.

Port Moody Council is comprised of the Mayor and six councillors. Elected by residents, Mayor and Council drives the vision of the City through their Strategic Plan, public consultation, policies, and bylaws.



Department Priorities and Key Initiatives

The 2023-2026 Council Strategic Plan provides a framework for the decisions Council will make and guides their approach for delivering services to the community. The Plan sets out goals in four priority areas as well as a vision and mission statement for the City:

Council's vision: Embracing nature and the arts; the most liveable city in the world.

Council mission: To lead bold initiatives and provide our community with exceptional services and a sound financial future. These Strategic Priorities are:

- Sustainable Core Services
- Resilient Natural Environment
- Healthy Community Development
- Vibrant and Prosperous Community

The City Manager provides professional advice for timely, responsive, effective, and efficient City operations. Office staff provide administrative support to Mayor and Council in the execution of their duties by managing correspondence, budgeting for expenses, and assisting with arrangements for meetings and public engagements.

Budget Highlights

The 2024 Financial Plan is relatively unchanged from previous plans. The budget supports the areas discussed above and includes the Mayor, six Councillors, and 3.20 FTE employees.

Labour costs, including **Recoveries**, represent 67% of operating budget at \$1,071,592. Recoveries consist of transfers from the four Utilities for the various services provided by the employees of the City Administration department.

Consulting and Professional Services (including Legal Services) expenses are \$218,023 and represent 14% of annual operating budget expenses, including the corporate (city-wide) budgets for general legal counsel.

Personnel Services (training, development, conferences, professional dues, etc.) expenses are \$88,421 and represent approximately 5% of operating budget expenses. This includes Council's budget for conferences (LMLGA, UBCM, FCM) as well as the corporate annual membership dues for FCM, LMLGA, and UBCM.

Sundry (Miscellaneous and Contingency) expenses are \$140,570 and represent 9% of the total operating budget. This includes a \$40,000 Council contingency and a \$15,000 City Manager contingency which are used to fund various unplanned items throughout the year.

Contracted Services expenses are \$27,509 or 1.7% of the total operating budget, and include the annual Tri-Cities Chamber of Commerce membership.

Grants and Donations of \$21,000 are used for the City's community grants program.

Other miscellaneous expenses total \$23,293 and include, Insurance, Leases, Communications, Supplies & Materials.

City Administration - Budget Summary	PLN 2024	PLN 2025	PLN 2026	PLN 2027	PLN 2028
Revenues	-75,000	-75,000			
Tsf from reserves-capital	-75,000	-75,000			
Expenses	1,590,408	1,701,816	1,733,817	1,765,495	1,797,689
Salary and Benefits	1,144,250	1,175,239	1,202,661	1,230,783	1,259,623
Personnel Services	88,421	90,118	91,600	93,109	94,391
Contracted Services	27,509	27,659	27,813	27,969	28,128
Consulting and Prof Services	218,023	222,966	227,018	230,119	233,266
Communications	600	600	600	600	600
Insurance & Claims	1,030	1,056	1,077	1,093	1,109
Lease & Rentals	500	500	500	500	500
Supplies & Materials	21,163	21,512	21,798	22,018	22,240
Sundry	140,570	215,641	215,714	215,789	215,864
Grants & Donations	21,000	21,000	21,000	21,000	21,000
Recoveries	-72,658	-74,475	-75,964	-77,484	-79,033
Total	1,515,408	1,626,816	1,733,817	1,765,495	1,797,689

Notable Changes

The table below identifies the 2024 budget drivers.

Salaries and Benefits increased by \$148,078 due to general cost of living increases and the transition in the City Manager role with an overlap of managerial salaries.

Operating expenses have increased by \$18,983. \$19,500 relates to recently established Committee contingency (internally transferred from other departments). \$5500 relates to an increase in the Utility Shift (credit) offset by marginal increases to Insurance and Sundry. Personnel Services, Consulting and Professional Services, and Supplies and Materials all had minor and inflationary increases.

City Administration - Budget Drivers	PLN 2024
Salary and Benefits	148,078
Operating Expenses	18,983
Total	167,061

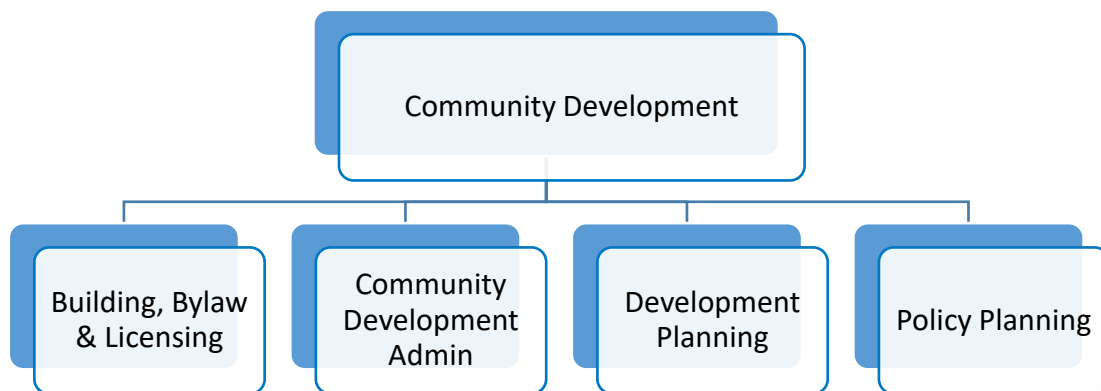
Community Development

2024 - 2028 Operating Budget

Community Development

The Community Development Department is comprised of the following Divisions:

- Building, Bylaw and Licensing
- Community Development Administration
- Development Planning
- Policy Planning



The Community Development Department supports a broad range of services. In some cases, there is only one or two people to support a service area. To support growing municipal interests' business areas such as climate action, social planning, and economic development there is the need to continually assess and redeploy resources to balance competing needs. Determining the highest priorities in these service areas assists staff in ensuring resources are aligned to accomplish Council's strategic priorities, Provincial or Federal mandates and implementation of guiding documents.

Both planning and building applications are increasing in complexity and magnitude. The Provincial Housing Bills and Housing Action reporting are further increasing both complexity and magnitude of new work. To support these applications and initiatives more staff time, specialty knowledge and capacity will continue to be required to maintain the service levels established by Council. Staff are actively making adjustments to balance needs within funding envelopes to minimize the financial impact.

2022 and 2023 saw the completion of many plans that will guide department work for the next several years. Key plans that have led to priorities in the departments' 2024 work plan include the Economic Development Master Plan, Climate Ready Homes and Buildings Plan, Extreme Weather Resilience Plan, and the Moody Centre Transit-Oriented Development Area Guidance Framework for Official Community Plan Amendment and Rezoning Applications.

Building, Bylaw and Licensing

The Building, Bylaw and Licensing Division provides customer service to home/property owners, the construction industry, responds to bylaw related concerns raised by residents or businesses, and facilitates licensing of most businesses, residential units as well as dogs. The Division consists of the equivalent of approximately 13.13 FTE employees. The Building, Bylaw and Licensing Division consists of the following service areas:

Bylaw enforcement staff undertake activities to achieve compliance with City bylaws including animal control, investigating bylaw infraction issues, and working closely with the Port Moody Police Department, Port Moody Fire Rescue, health agencies, and property owners to keep our community safe.

Building officials review, evaluate, and determine suitability of construction projects for compliance with applicable legislation and expected levels of life safety for all alterations and new construction for all building types under the BC Building Code. Building officials review building, plumbing and sprinkler permit applications and perform on-site inspections.

Licensing staff facilitate the issuance and renewal of all licences required by the City, including Business Licences and Dog Licences. The work of the department ranges from the everyday administration of building and other permits, business, and other licences to the enforcement of City bylaws.

Community Development Administration

Community Development Administration is responsible for leadership of the Community Development Department supporting the Policy Planning, Development Planning, and Building, Bylaw and Licensing Divisions. The Community Development Administration Division also leads the City's Economic Development Initiatives. Economic development initiatives include supporting existing businesses, new investment, and job creation. Community Development Administration consists of 4.13 FTEs. The Community Services Administration Division consist of the following service areas:

Administration (General Manager) supports the greater needs of the department; providing leadership for the team; liaison to the City Manager's Office and Mayor and Council; and oversees the implementation of the City's Official Community Plan and other department guiding documents and policies.

Economic Development, responsible for promoting the City as an investment opportunity and seeking out investment initiatives; supporting the Department on development applications with a lens of business and employment needs; developing policies and procedures, including incentives to promote the City as a business and investment location; building relationships with possible investors and economic development bodies and liaising with local businesses.

Customer Service, the first point of contact for the second floor of City Hall assisting walk in and phone customers with their inquiries; for more complex inquiries, ensures the customer is directed to the best team member to provide assistance.



Development Planning

The Division provides a coordinated one-stop service for development related applications. Staff in this group provide professional land use and development planning services that facilitate all municipal development approval processes from the conceptual stage through Council's consideration, detailed design, and subdivision approvals. They also support advisory committees related to development planning projects. The Division consists of approximately 9.81 FTEs. The Development Planning Division comprises the following service areas:

Development Planning leads the development application review team in the review of development applications ranging from small single lot applications to large complex mixed-use neighbourhood applications. This team conducts both technical reviews and leads application project management, while liaising with other city staff, consultants, and applicants in navigating through the approval process and meeting municipal and other regulatory requirements both on and off the property. The development application team also prepares reports, Bylaws, permits, and other agreements to facilitate the requirements of the development process.

Property Inquiry is a primary customer service function of the Division. Staff support applicants, homeowners, and interested residents by providing information about allowed land uses and the requirements for potential new development applications.

Policy Planning

Policy Planning is responsible for providing leadership and support for the implementation of the long-term vision for planning and growth of the City. It supports Council and the community by updating and developing policies and bylaws related to land development, social health, sustainability, and climate action, seeking, and processing public input, and by supporting advisory committees related to community development initiatives. The Division consists of the equivalent of approximately 5.00 FTE employees. The Policy Planning Division consists of the following service areas:

Policy Planning takes the lead in researching and writing policies, updating related bylaws amending the zoning bylaw and Official Community Plan as required, and leading engagement projects for the Community Development Department. This service makes sure new policies are coordinated with existing policies, considering legal requirements as well as committee and public input.

Social Planning is a large service area that can support various social support functions. The Social Planning work is predominantly focused on affordable housing as that is the primary funding source for this area. This service area also provides limited support to childcare, poverty reduction, seniors needs, food security, and community health initiatives.

Sustainability and Energy Coordination is primarily focussed on implementing the City's Climate Action Plan. This is a substantial endeavour with ambitious targets to reduce greenhouse gas emissions. This role includes leading projects, supporting other departments with their climate action related projects, and providing overall oversight of the implementation of the Climate Action Plan.

Department Priorities and Key Initiatives

The four Divisions in the department are leading the following priorities and initiatives in 2024:

- Implementation of the Provincial Housing Bills.
 - Zoning Bylaw amendments to incorporate Small Scale Multi-Unit Housing (SSMUH) and Transit Oriented Areas (TOA) Housing.
 - Updating the City Housing Needs Assessment.
 - Updating Short-Term Rental Provisions and Enforcement.
- Incorporating the Housing Bills into the draft Port Moody 2050, Official Community Plan update.
- Continuing to implement actions from the 2022-2023 development application process review.
- Implementation of the Economic Development Master Plan.
- Implementation of the Housing Action Plan.
- Year 4 implementation of the Climate Action Plan.
- Support the creation of additional affordable housing, employment, parks and daycare spaces.
- Facilitate the review and consideration of several large development applications in targeted areas of the community.
- Expand the engagement platform, 'Engage Port Moody' to include more development project applications and monitoring of housing units.
- Support livability, childcare, community health and food security initiatives.

Budget Highlights

Revenues consisting of planning permits, building permit fees, business licence revenues, other licences, and other contributions result in a budgeted revenue of \$3,347,300.

Transfers includes anticipated grant revenue from BC Hydro, and transfers from Operating and Capital reserves tied to positions resulted in a budgeted revenue of \$2,208,569.

Labour, including Recoveries, continues to be the most significant cost for the department at \$4,230,275 (63%). Recoveries consist of transfers from Utilities for the various services provided by the employees of the department.

Transfer to Reserves is the second most significant expense at \$2,191,300 (33%) and marks a transfer of revenue from the Development Processing Reserve used to recover most of the staff cost of the development review process (planners, building officials, and some engineering and parks / environment staff).

Operating expenses (including Supplies and Materials, Equipment, Lease & Rentals, Communication, Insurance, and Miscellaneous) represents \$163,950 (2.4%) of the budgeted operating expenses.

Contracted and Consulting and Professional Services expenses are \$138,454 (2.1%) of the total operating budget.

Personnel Services expenses represent 1.0% (\$66,073) of the budgeted operating expenses.

Community Development - Budget Summary		PLN 2024	PLN 2025	PLN 2026	PLN 2027	PLN 2028
Revenues		-5,555,869	-5,790,454	-5,909,934	-5,880,335	-5,925,536
Other Revenue		-140,000	-140,000	-140,000	-140,000	-140,000
Rev-own sources-licenses		-3,207,300	3,207,300	3,406,300	3,430,300	3,430,300
Transfer from other govt-capital other		-50,000	-50,000	-50,000	-50,000	-50,000
Tsf from reserves-operating		-2,020,176	-2,251,413	-2,169,059	-2,112,568	-2,154,820
Tsf from reserves-capital		-138,393	-141,741	-144,575	-147,467	-150,416
Expenses		6,700,762	6,984,595	7,173,410	7,165,067	7,248,970
Salary and Benefits		4,230,275	4,512,072	4,475,512	4,465,982	4,555,203
Personnel Services		66,073	66,592	67,621	68,161	66,411
Contracted Services		26,700	24,700	24,700	24,700	20,700
Consulting and Prof Services		111,754	114,518	115,300	115,970	116,654
Communications		12,700	12,904	13,112	13,324	13,541
Insurance & Claims		4,611	4,841	5,083	5,338	5,604
Lease & Rentals		15,160	15,160	15,160	15,160	15,160
Equipment under \$5,000		21,690	24,047	25,640	26,836	27,821
Supplies & Materials		27,815	27,843	27,871	27,901	27,930
Sundry		86,266	86,498	86,935	87,177	87,424
Recoveries		-93,581	-95,879	-97,825	-99,782	-101,777
Tsf to reserves-operating		2,191,300	2,191,300	2,414,300	2,414,300	2,414,300
Total		1,144,893	1,194,141	1,263,476	1,284,732	1,323,434

Notable Changes

The 2024 cost drivers are:

- Revenues decreased modestly by \$161,074 main due to minor adjustments based on anticipated building and planning permit projects.
- Salary adjustments are increased \$22,782 which is a modest change from 2023.
- Operating costs saw a modest decrease of \$1,062 which resulted from budget refinements.
- Reserve transfers are consistent at \$648,000 with 2023.
- Adjusted Services included the Development Planning, Social Planning and Climate Action and Sustainability. Staffing in these areas were approved through this budget process.

Community Development - Budget Drivers		PLN 2024
Revenue Changes		-695,967
Salary Adjustments		137,619
Operating Expenses		92,742
Reserve Changes		648,000
New Funding Requirements		21,000
FL24102 - Operating Impact for BBL New Vehicle		4,000
PUMA Energy Modelling Software for Civic Buildings		17,000
Total		203,374

Department Performance Measures

Community Development



MEASURES IN SUPPORT OF 2023-2026 COUNCIL STRATEGIC PLAN

	2021 Actual	2022 Actual	2023 Actual	2024 Target	Long-Term Target	LT Target Year
Sustainable Core Services						
# Building inspections conducted	2,189	1,526	1,493	1,600	n/a	n/a
# Building permits issued	168	307	311	310	n/a	n/a
# Business licenses issued	1,871	1,883	2,833	2,500	n/a	n/a
# Dog licenses issued	2,134	2,548	2,215	2,200	n/a	n/a
Healthy Community Development						
# Planning and development-related land use applications processed	68	79	78	90	n/a	n/a
Resilient Natural Environment						
# Electric vehicle charging sessions facilitated	12,119	16,789	15,943	17,000	n/a	n/a
# Unique vehicles using charging stations	2,597	3,141	3,311	3,400	n/a	n/a
Energy dispensed at EV Charging stations (MWh)	118	168	180	185	n/a	n/a

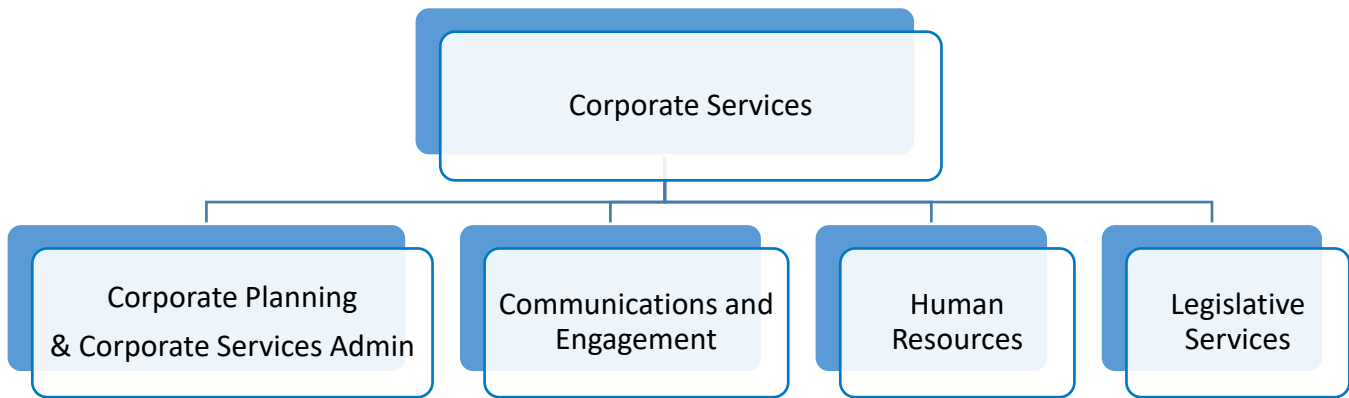
VIEW THE 2023-2026 COUNCIL STRATEGIC
PLAN AT [PORTMOODY.CA/STRATEGICPLAN](https://portmoody.ca/strategicplan)

Corporate Services

2024 - 2028 Operating Budget

Corporate Services

The Corporate Services Department consists of the Human Resources Division, the Communications and Engagement Division, the Legislative Services Division, and the Corporate Planning & Corporate Services Admin Division.



Human Resources

The Human Resources Division oversees human resources and occupational health & safety support. Staff provide professional services in the areas of organizational development, compensation and benefits administration, recruitment and selection, disability management, learning and development, employee relations, labour relations, health & safety and recognition programs.

Human Resources is a support department that is focused on providing exceptional customer service to the community and to the organization. Our focus is to ensure that we are an attractive employer, developed and effective organization and that the employment experience is excellent though developing, facilitating, and providing services and support that enhance opportunities to grow.

Our vision is that the organization supports people focused leadership, creating, and enhancing an inclusive and engaged workforce and community, comprehensive programs and services and fostering a welcoming, safe and accessible environment.

In 2024, Human Resources will advance key organizational development plan initiatives, negotiations of collective agreements, enhancements to the City's career portal, implementation of employee engagement initiatives and re-deployment of the employee engagement survey, and continued advancement of Diversity, Equity Inclusion and Accessibility initiatives, enhanced mental health and wellness support and the development of a Leadership Development Strategy. The Division will continue to develop strategies in order to compete in a challenging labour market.

Communications and Engagement

The Communications and Engagement Division is responsible for leading public awareness of City initiatives, programs, and operations, and creating opportunities for meaningful community engagement. The division provides strategic communications and public engagement advice, guidance, and planning; writes, edits, designs, and prints communication materials, including city-wide signage; and is responsible for maintaining the City's brand. Staff manage websites, social media, advertising, and media relations; and also support city events and community engagement initiatives.

Communication that informs and engages the community is critical to maintaining responsive and transparent governance. We are committed to a high level of professionalism and promote the principles of transparency, accessibility, integrity, and accountability. We provide public information and engagement that is timely, accurate, consistent, coordinated, and responsive to the needs of Port Moody residents, businesses, and community partners.

In 2024, the Communications and Engagement Division continues to provide corporate-wide support and leadership for increased activity related to public engagement and several key strategic projects. The Division will continue to provide dedicated communications and engagement support to both planning and development and engineering, as well as begin work on our web renewal project, internal communications project, and increased efforts dedicated to extreme weather response communication planning.

Legislative Services

The Legislative Services Division manages and provides advice on all governance matters relating to Council and committee business as well as elections. The division also manages official corporate records, information requests (including Freedom of Information request), privacy matters, legal agreements, policies, and Council meetings.

The Legislative Services Division provides Council Support and meeting administration to legislated council meetings and the City's Advisory Bodies of Council. The Division is responsible for managing and maintaining City records, oversees all elements of the City's Freedom of Information and Privacy compliance and initiatives, oversees corporate and administrative policy maintenance and ensures appropriate legislative processes are being adhered to. The Division provides operational support services including reception and mail services.

Legislative Services continues to provide guidance and support to Council, external and internal stakeholders. The Records Management Renewal Project continues to progress, with a City-wide records inventory and audit underway. Legislative Services continues to support the City's transparency by managing the Freedom of Information and Protection of Privacy through the development and maintenance of their relative policies. In 2024, the division is working towards providing access to FOI response packages on the City's website.

Corporate Planning and Corporate Services Administration

The Corporate Services provides leadership to each of the Communications & Engagement, Legislative Services, Corporate Planning and Human Resources Divisions. The Division supports City initiatives and addresses community needs.

Corporate Planning is a Division within Corporate Services and is responsible for leading corporate projects and advising on corporate strategy, policies, procedures, and process improvements.

Corporate Services Administration is a support division that is focused on providing exceptional customer service to the community and to the organization. The function oversees all corporate services strategic and operational work, supports strategic planning processes, and promote inclusion, information accessibility, employee, and civic engagement.

Key initiatives, for 2024, include providing support for strategic planning monitoring, project prioritization and reporting, project management support for several corporate projects including the Records Renewal Project, Employee Engagement measurement and support for Diversity, Equity and Inclusion initiatives.

Budget Highlights

The 2024 budget supports the areas discussed above and includes 22.80 FTE employees.

Labour, including **Recoveries**, continues to be a significant cost for the division representing 80% of operating budget expenses at \$2,821,513. This included recoveries, which consist of transfers from the four Utilities for the various services provided by the employees in the Corporate Services Department.

Human Resources Services (Personnel Services) represent 7% (\$257,297) of the annual operating budget expenses and includes the budgets for: Corporate Training, Learning Contracts, Rewards and Recognition, Occupational Health & Safety Programs, Recruitment and Selection, and Staff Civic Functions.

Consulting and Professional Services represents 6% (\$216,845) and primarily include legal service fees, extraordinary disability management/other HR specific specialized advice, software maintenance/upgrades, the bi-annual Citizen Satisfaction Survey, and Photography or other Communications consulting.

Other Revenue is the anticipated revenue (\$40,000) from the WorkSafeBC Certificate of Recognition (COR) program, and as noted below, is transferred to the Occupational Health and Safety Reserve. An additional \$1,000 of miscellaneous revenue is budgeted in Legislative Services for Freedom of Information fees and charges.

Reserve Transfers into the department budget are \$86,253 and are related to position funding from the Development Processing reserve for Communications and engagement as well as the bi-annual community satisfaction survey. Transfers into reserves are related to the Occupational Health and Safety Reserve for \$40,000 and \$47,400 for the municipal election held every four years.

Communications expenses 2% (\$71,944) of the total operating expenses. This includes printing costs and distribution for publications (Utility Newsletter, Tax Newsletter, Guide to Summer, Focus Newsletter, Calendar, Annual Report, etc.). This also includes advertising including print ads and social media ads.

Contracted Services, Supplies and Materials, Lease and Rentals, and Miscellaneous (Sundry) expenses include office supplies/materials and represent 2% (\$54,638) of the operating expenses.

Corporate Services - Budget Summary		PLN 2024	PLN 2025	PLN 2026	PLN 2027	PLN 2028
Revenues		-127,253	-111,361	-237,892	-114,261	-133,227
Other Revenue		-41,000	-41,000	-41,000	-41,000	-41,000
Tsf from reserves-operating		-86,253	-70,361	-196,892	-73,261	-92,227
Expenses		3,509,635	3,571,132	3,763,216	3,715,072	3,801,256
Salary and Benefits		3,085,331	3,158,350	3,220,080	3,282,234	3,345,632
Personnel Services		257,297	262,054	266,866	271,732	276,691
Contracted Services		20,227	20,632	21,045	21,465	21,895
Consulting and Prof Services		216,845	186,780	225,228	193,154	231,131
Communications		71,944	72,885	73,748	74,629	75,528
Lease & Rentals		1,127	1,149	1,172	1,196	1,220
Equipment under \$5,000				150,000		
Supplies & Materials		30,483	30,973	31,473	31,982	32,502
Sundry		2,800	2,800	2,800	2,800	2,800
Recoveries		-263,818	-269,390	-274,162	-269,020	-273,541
Tsf to reserves-operating		87,400	104,900	44,966	104,900	87,400
Total		3,382,382	3,459,771	3,525,325	3,600,811	3,668,030

Notable Changes

The 2024 budget drivers of the \$189,740 increase are related to:

- **Salary and Benefit** increases (\$169,114) which covers general increases to salaries and benefit costs including a \$19,155 increase to various benefit costs including WorkSafe BC premiums. This also includes the second and final phase in for the Legislatives Services Advisor, and partial funding for the communications Specialist for \$56,657 that were approved as part of the 2023 budget.
- Net **operating expenses** are increasing by \$20,626. This includes an increase of \$19,735 for the cost of the municipal election in 2026; \$8,886 increase for Professional Services; \$6,154 for personnel services; \$4,430 for supplies, materials, communications, and contracted services. The utility shift (a credit to the department) is increasing by \$18,579 which is directed related to the increase in salary and benefits noted above.

Corporate Services - Budget Drivers		PLN 2024
Salary Adjustments		169,114
Operating Expenses		20,626
Total		189,740

Department Performance Measures

Corporate Services



MEASURES IN SUPPORT OF 2023-2026 COUNCIL STRATEGIC PLAN

	2021 Actual	2022 Actual	2023 Actual	2024 Target	Long-Term Target	LT Target Year
Sustainable Core Services						
# City website page views	1.35M	1.52M	2.49M	n/a	n/a	n/a
# Human Resources Information data changes processed	810	996	1,112	n/a	n/a	n/a
# Recruitment and selection processes managed	107	113	132	n/a	n/a	n/a
# Social media engagement (Facebook, Twitter and Instagram)	24,649	28,515	30,194	n/a	n/a	n/a
MarCom Award Honouring Excellence in Communications	✓	✓	✓	n/a	n/a	n/a
# OHS Workshops	6	20	13	n/a	n/a	n/a
Public engagement opportunities on Engage Port Moody	31	-	44	n/a	n/a	n/a
FOI's processed	56	27	39	n/a	n/a	n/a
% Citizen satisfaction rate regarding level of quality of services	-	94%	-	n/a	n/a	n/a
Successful recipient of COR Audit	✓	✓	✓	✓	n/a	n/a
# Meetings clerked	268	204	239	n/a	n/a	n/a
# Bylaws processed	51	-	53	n/a	n/a	n/a
# Phone calls routed through reception	7,763	7,122	8,866	n/a	n/a	n/a
# Emails routed through reception	630	484	760	n/a	n/a	n/a

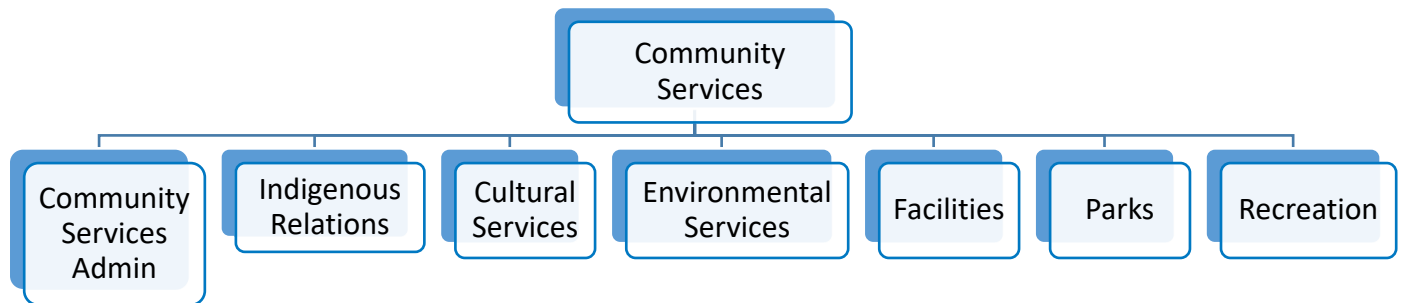
VIEW THE 2023-2026 COUNCIL STRATEGIC
PLAN AT [PORTMOODY.CA/STRATEGICPLAN](https://portmoody.ca/strategicplan)

Community Services

2024 - 2028 Operating Budget

Community Services

The Community Services Department consists of the Community Services Administration, Cultural Services, Environmental Services, Facilities, Indigenous Relations, Parks, and Recreation Divisions. The Divisions are presented in alphabetical order here, but it should be noted that Parks & Environmental Services are part of a shared Division.



Community Services Administration

Community Services Administration is responsible for leadership of the Community Services Department, supporting and promoting the Cultural Services, Environmental Services, Facilities, Indigenous Relations, Parks, and Recreation Divisions. Community Services Administration with the support of the Recreation and Cultural Services Divisions also provides leadership to the City's Emergency Support Services (ESS) Program. Community Services Administration consist of 3 people totalling 2.80 FTE's. The Community Services Administration Division consists of the following service areas:

Administration (General Manager), supports the greater needs of the Department, provides leadership for the team, and is the team liaison to the City Manager's Office and Mayor and Council.

Research provides research and administration support to the General Manager as well as all seven divisions. Key special projects are also coordinated through this Division, including the Extreme Weather Response (EWR) shelter and accessibility.

Emergency Support Services, provides leadership for the City's Emergency Support Services Program. This includes annual planning, coordinating training and exercises, ESS supplies and grants management. Community Services Department is currently providing ESS for all levels of activations.

Challenges

The Department experienced the impact of COVID-19 across all divisions. The shift in 2023 into the "new normal" saw many programs and events resuming, which are critical to support community physical and mental health and well-being. The resumption of many City-led and community events and programs was also well-received by the community.

The significant rise in the popularity of outdoor activities continues, and parks and trails continue to experience heavy use, which in turn require increased maintenance and servicing. There has been an increased focus on accessibility and there are updated trail standards, additional considerations in a number of capital projects and a transition to the expanded use of rubberized playground surfacing.

There has been an increase in construction costs which places increased pressure on operating and capital budgets. The department continues to implement the Climate Action Plan considerations for

greenhouse gas emissions through the shift to low carbon vehicles and equipment where possible and conversion of lighting to LED.

Recent summers since 2021 have seen several heat warnings that required the Department to respond, including through the operation of a cooling centre in the Galleria, installation and operation of misting tents in various park locations, and extended spray park hours to help community members stay cool. The impacts of climate change also continue to create additional water maintenance for landscaped areas and recently planted trees and highlights the need for asset management planning and improved service levels.

Key Initiatives

Staff will focus on implementing tactics to achieve the strategic priorities and objectives outlined in the 2023-2026 Council Strategic Plan. Of the total 13 Priority 1 projects that support the Strategic Plan, the Community Services Department is fully responsible for five projects and partially responsible for two others.

The Department will support efforts to improve accessibility, including participation in the Rick Hansen Foundation program - begun in early 2023 and which includes staff training and facility audits - and through facility accessibility improvements approved in the capital plan.

The Department continues to support the City's efforts to advance Truth and Reconciliation, focused on Phase 2 as approved by Council in June 2022, with actions ranging from staff training to relationship-building with Indigenous Nations. As those staff-to-staff relationships are built with Indigenous Nations, additional considerations for operational work are expected to arise that will need further consideration and resources.

In 2024, a project first envisioned pre-COVID to enhance the civic complex through small-scale exterior upgrades, placemaking, and other improvements is under development and includes inclusivity, equity, diversity and accessibility considerations to make the civic complex welcoming for all.

Emergency Support Services (ESS) training remains a priority for the Department under the guidance of the Emergency Program Coordinator at Port Moody Fire & Rescue, with significant ESS training planned for 2024 - including as part of a large emergency EOC exercise - as well as a review of the overall ESS program structure and ESS Plan update.

Indigenous Relations

The Indigenous Relations Division manages and enhances the City's approach to Indigenous Relations, providing strategic direction and advice on Indigenous matters, and leading the City's response to the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP). This division is central in developing and implementing City-wide initiatives, supporting Truth and Reconciliation efforts, and fostering positive relationships with First Nations and the urban Indigenous population. Key functions include developing long-term Indigenous Relations strategies, managing multiple reconciliation programs and projects, conducting research, and coordinating cultural awareness training. The division works closely with Council, the Executive Leadership team, and staff to integrate Indigenous history, culture, and Intergovernmental issues into the City's operations, promoting a better corporate understanding and strategic partnerships.

Challenges

The Indigenous Relations Division faces several challenges as it works to foster positive relationships and promote reconciliation with First Nations and the urban Indigenous population. One significant challenge is addressing the historical and ongoing impacts of colonialism, which have created deep-rooted mistrust and systemic barriers for Indigenous communities. Overcoming these barriers requires

persistent efforts to build trust, respect, and understanding. Additionally, the division must navigate complex intergovernmental relationships and coordinate with various stakeholders, including Indigenous communities, governmental agencies, and City departments. Balancing these relationships while ensuring that Indigenous voices are heard and respected in decision-making processes is a thoughtful and ongoing challenge. Furthermore, capacity issues within Indigenous Nations often hinder communication and meeting timelines, creating delays in receiving responses and coordinating engagements. This adds another layer of complexity, as the division must remain flexible and patient while respecting the constraints faced by Indigenous partners.

Key Initiatives

To address these challenges, the Indigenous Relations Division has undertaken several key initiatives. A cornerstone of the work is the development and implementation of long-term Indigenous Relations strategies that align with the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP). These strategies focus on embedding Indigenous perspectives and knowledge into the City's operations and policies. The division is also responsible to manage multiple reconciliation programs and projects, such as community engagement sessions, cultural events, and educational workshops, which aim to raise awareness and promote understanding of Indigenous history and culture. Furthermore, the division conducts extensive background research to inform its initiatives and ensure they are culturally appropriate and effective. Recognizing the capacity challenges faced by Indigenous communities, the division has incorporated extra time into its engagement processes to mitigate these issues, although this remains a work in progress given the City's project deadlines. By providing cultural awareness training to City staff and leadership, the division plans to cultivate a more inclusive and respectful corporate environment. These initiatives, coupled with strategic partnerships and ongoing collaboration with Indigenous communities, are essential in advancing the City of Port Moody's commitment to Truth and Reconciliation.

Cultural Services

The Cultural Services Division is responsible for the leadership and support of arts, heritage and culture in the City. The primary goals of the Division are to support arts and culture initiatives, respond to opportunities for new arts and culture initiatives, and oversee the operation of the Inlet Theatre. Cultural Services delivers City events and supports community-led special events. The core Cultural Services staffing includes staff in regular and part time positions equalling 8.72 FTEs. Auxiliary staff supporting theatre rentals rounds out the team. The Cultural Services Division consists of the following service areas:

Inlet Theatre and Galleria Operations, responsible for ensuring excellent customer service and experiences for residents and other clients using and experiencing events at the Inlet Theatre and in the Galleria. This team supports rental events with production and Front of House staff.

Council Meeting Support, responsible for providing production services for all Council/City meetings occurring in the Council Chambers (Inlet Theatre).



Public Art - Lhăwķem

Public Art, responsible for facilitating public art throughout Port Moody. Support is provided to City, community and developer-initiated pieces as well as both permanent and ephemeral installations.

City-led Events includes City presented public and invitation-based events as well as event coordination support to open-houses, town hall meetings, and staff events.

Special Events Support, responsible for supporting community event organizers by assisting with navigating event planning, grant applications and event logistics. Assistance is also provided on the day of the event. Events range from smaller one day events to multiday festivals occurring in various locations such as parks and parking lots.

Filming, responsible for facilitating permits for the motion picture industry activities in the City. This work requires coordination across all City departments, with residents/neighbourhoods and industry representatives.

Staff Artist, responsible for increasing the presence of arts in City events and activities, adding an arts component to various capital projects and creating unique artworks around the City. In December 2018, a pilot program was launched to add a Staff Artist to the team. The reinstatement of this position was approved in the operating budget and will be filled as soon as possible.

Support to Arts and Heritage Groups, responsible for supporting various programs and groups including artists in the park, the street performers program, PoMoArts and the POMO Museum (Heritage Society).

Street Banners, responsible for the StreetArts Banner Program which includes artist and community designed banners.

Esplanade Artist Studios, responsible for the rental of the artist studios at 2709 Espanade and providing support to the tenants.

Challenges

Following the pandemic, Cultural Services have seen a shift in the type of rentals taking place at Inlet Theatre, with a growing number of rentals being concert and performance based. From a cultural perspective this is a very welcome shift. It has however brought on a staffing resourcing challenge. Many rentals now require more than one technician, require more advance time to prepare with the client. Auxiliary staff continue to be a challenge and recruitment is required more frequently to maintain proper staffing levels. The growing number of performance-based events is requiring a significant amount of time from the Theatre Coordinator and House Technician.

The impact resulting from the continued Public Art Coordinator vacancy is continuing, the new Community Arts Coordinator was recently hired, but it will still take some time to address the backlog of work in this area. Port Moody is attractive to both the major motion picture industry and the television series industry resulting in growing filming requests in certain neighbourhoods. Support for filming has historically been a permitting process, but due to increased filming activity, the role has grown to managing impact and customer service. Filming in Port Moody continues to grow, and more complex productions are requiring more support.

An increasing workload within the Division is requiring that staff keep their focus supporting clients and the community. There are a number of large events taking place this year, with additional events being added as the year progresses. Staff are primarily focusing on supporting theatre renters, filming companies, community event organizers, and leading the execution of city events. The need to focus time and resources in these areas is a significant challenge in advancing other projects and initiatives.

Key Initiatives

The In the Presence of Ancestors project continues to be an important and significant initiative for 2024. This project is a significant step towards Truth and Reconciliation and a variety of delays in the project continue to extend the duration of the project. Some posts are not planned for installation in 2024, while others will take place in 2025.

The recently hired Community Arts Coordinator will be very busy coordinating general maintenance and repairs for the city's public art collection. They will also be focusing on the return of the StreetArts Banner Program, which will once again feature community designed and painted streets banners.

The organization of Car-Free Day in 2024 is a significant initiative for Cultural Services. The event has not been held in five years and 2024 is the first time that Cultural Services is leading the planning.

Ongoing support for the creation of a new Arts and Business Council, as well as advancing other recommendation from the Mayor's Arts and Business Coalition Task Force is a key area of focus in 2024.

Environmental Services

Environmental Services is a small division with 4 regular full-time staff responsible for providing environmental leadership, expertise and direction across City departments. The division strives to maintain and enhance a strong environmental ethic City-wide through the provision of up-to-date environmental best practices, principles, process and research. The Environmental Services Division has responsibility for:

Environmental Compliance, responsible for ensuring the City is compliant with internal and external environmental regulatory requirements. This includes the Riparian Area Protection Act, the Wildlife Act, the Water Sustainability Act, the Environmental Management Act, Weed Control Act, the Species at Risk Act and the Federal Fisheries Act, as well contaminated sites considerations under Contaminated Sites Regulation. The Environment Division provides support to the Engineering and Operations Department to ensure appropriate reviews, permits and approvals are in place for Capital and Operating projects.

Environmental Planning, responsible for environmental reviews and input to Development and Planning processes for the City including implementation of the Environmentally Sensitive Areas Management Strategy, Development Permit Areas for natural lands protected within the City's Official Community Plan, streamside setbacks as set out in the Zoning Bylaw, requirements for erosion and sediment control and internal policies (Naturescape, Bird Nest Protection, Rodenticide Use). The group leads environmental restoration projects and policy development, supports parks planning and management initiatives, and provides daily responses to the public on environmental requirements through development and tree protection inquiries. They provide technical support for capital projects for a number of work groups, and input into watershed planning (integrated stormwater management planning), climate action plan including the Coastal Flooding Strategy and green infrastructure as well as climate action plan projects. Staff are also involved in several regional planning initiatives including Metro Vancouver's Regional Planning Advisory Committee - Environment Subcommittee and North East Sector Black Bear Working Group.

Spill Response, Fisheries and Wildlife Management and Local Environmental Stewardship Coordination, responsible for the provision of technical expertise towards water quality monitoring including regional Monitoring and Adaptive Management Framework, spill response, erosion and sediment monitoring, the development and implementation of wildlife management plans (e.g., Goose Management, Heron Management Guidelines, Bear Management Strategy and Beaver Management Plan), biodiversity requirements and coordination of updates with local environmental stewardship representatives. The group addresses environmental emergency response, wildlife rescue requests and information regarding City policies.

Community Environmental Education and Outreach, responsible for the delivery of environmental education and outreach programming throughout the year, including through new tools and programs. This includes an annual Bear Essentials program to reduce human-bear conflict, Bear Essentials and other wildlife information (i.e., reduction of bear attractants), implementation of the Nature Challenge, Earth Day programs, and attendance at City and Community events (e.g., Fingerling Festival, Canada Day and Ribfest) as well as pop up education events in City parks. Access to environmental information is also provided on the City website, through social media, advertising and other messaging.

Invasive Species Management and Ecological Restoration, responsible for implementation of an invasive species management and restoration program on targeted species that pose ecological, human health and safety or infrastructure risks to the City (i.e., Giant hogweed, Japanese knotweed, Spartina, ivy, blackberry and chafer beetle). Community invasive plant pulls and native restorations plantings are coordinated throughout the year and a consultant is hired annually to support the control of Japanese knotweed on City lands.

Challenges

Challenges for the Environment team in 2023 included an increased public demand for education, and a higher volume of work related to increased visitor impacts to parks and natural areas including bylaw infractions such as illegal wildlife feeding, illegal trail building, off-leash dog issues, and the implementation of pilot to address unauthorized seasonal decorations.

There was an increase in development applications which involved significant staff time for plan review, monitoring and responding to issues during construction, sign offs for approvals, and a growing complexity with changes in contaminated sites review processes and the redevelopment of sites which require variance processes. The work review is being done to meet code of practice standards to meet the expectations of the Professional Governance Act which regulates professional biology work. Staff are also providing input into a growing number of neighbourhood scale planning processes including public realm design guidelines which will result in longer term benefits.

Further, additional work and coordination is required on environmental review considerations for Rights Holder First Nations, including the development of new review processes. Project work in parks is also requiring additional coordination to address evolving standards for environmental considerations.

The return to more normal activities post COVID and new residents moving into the region has resulted in a resurgence of volunteer and stewardship group activities and events and it can be challenging to keep up with community requests for support.

Key Initiatives

Division priorities and key initiatives are driven by Council Strategic Plan strategic priorities and objectives, capital plan projects, and internal and community requests. There are also strong connections to the Parks & Recreation Master Plan and Climate Action Plan work plan items, including restoration of environmentally sensitive areas on City lands and developing climate resilient landscaping standards.

Environment are working on the implementation of an updated Spill Response Plan and the recently updated requirements for Erosion and Sediment Control which include the roll out of a new permitting program and supporting development and project reviews including new site auditing and real-time water quality monitoring. The team is also completing an update of the Contaminated Sites Regulation site review processes for the City.

The Environment team have increased the number of community outreach activities including participation in the regional Nature Challenge in 2024, which involves several events across the City with stewardship groups and staff involvement. In addition, there are community programs and events to support the implementation of the Bat Friendly certification (2022) and Bear Smart designation (2024).

Facilities

The Facilities Division is responsible for the short and long-term maintenance of all City buildings. The team addresses not only immediate needs, but the life cycle replacement planning to maintain the City's assets and optimize the life cycle of these assets. The City has 22 assets that this team oversees. Facilities staffing includes regular and auxiliary staff totalling approximately 40 people, equating to approximately 32.53 FTE's. The Facilities Division consists of the following service areas:

Janitorial Services, responsible for routine daily cleaning as well as seasonal deep cleaning in all City buildings. Services provided by this team are for 20 hours per day, seven days a week. This team also looks after the City's pest control prevention and requirements.

Recreation Support Services, supports the services offered in the City's community centres and recreation buildings ensuring arenas and pools are properly serviced and maintained and program equipment requirements are in place. Members of this team are working 21 hours a day, 7 days a week.

Facilities Maintenance includes all the City's trades' professionals: carpenters, plumber, and electrician. They are responsible for minor repairs, maintenance and upgrades for City facilities and parks infrastructure. Due to the overall volume of work in this service area this team also oversees a significant amount of maintenance and small capital works completed by contractors.

Major Repairs and Capital, includes maintaining an annual and long-range capital plan of repairs on all City buildings. This work also includes responding to repairs that are emergency in nature outside of the capital plan. The work in this area is completed primarily by the Division Manager with the support of the Supervisors.

Challenges

There has been a gradual increase in demand for maintenance and support across City buildings. Programming and staffing growth have outpaced changes to this team, challenging the ability to keep up with support requests.

The foundation of the facilities capital program is an asset inventory and condition assessment analysis performed in 2014 which includes long range capital recommendations; this work will be updated in 2024. The volume of capital work required significantly outpaces available funding. Continued additional funding to the Capital Asset Reserve is key to catching up on the backlog of facility renewal projects.

Expanding facilities asset management plans highlighted the need for work which is not currently funded or lacking in staff availability to execute. Facilities prioritizes the work based on risk and operational needs. The older infrastructure is causing higher than usual breakdown rates, increased

cost of repairs covered from the operations budget, and potential impact in the programs delivered to public.

Planning for the replacement of the Public Works Yard is increased in priority as the buildings are not designed to meet current community needs and have exceeded their planned lifecycle. Plans are also needed to support Parks staff already in place at 3016 Murray Street. Supporting Council's Strategic Plan priorities, staff in 2024 will develop a project proposal related to long-term planning for these two facilities.

Facilities continues to experience significant staffing shortages. Several individuals retired or moved to other career opportunities outside the corporate environment. Recruiting and retaining staff remains a significant challenge in a very competitive environment and given industry-wide staffing shortages.

Key Initiatives

A key initiative for the Facilities Division in 2024 remains the coordination of projects with the Project Delivery team in Engineering. The capital project workload is beyond the capacity of the Facilities team and assistance from the Project Delivery Team with mid to large sized projects will facilitate the timely completion of the 2024 Facilities Capital Program.

The capital renewal plans include the Sustainability Corporate Goals, Environmental, Accessibility and Inclusivity strategic priorities. These new priorities are creating technical and financial challenges. Facilities will be completing an update of the 2014 long Range Facilities Planning. Together with the Parks Master Plan and Recreation Feasibility Study they will provide the best priorities moving forward.

Facilities staff also support accessibility goals and will be continuing to participate in the Rick Hansen Foundation program which the City joined in early 2023. As well, capital project funding to support other accessibility audits will be advanced. Currently three main facilities are Rick Hansen Certified with the remainder the facilities in process of certification.

Parks

The Parks Division, supported by Environment, provides services that support the protection of the natural environment and public enjoyment of over 349 hectares of parks and green spaces. The Division is focused on providing outdoor recreation and park amenities, excellent customer service to the residents of our City and park visitors, implementing the Parks and Recreation Master Plan and providing good stewardship of the City's parks assets including natural assets as the land manager. This is accomplished by providing long-term park planning, maintenance work, capital construction projects, and support for special events, risk management inspections and mitigation, as well as administrative support. Parks staffing includes regular, auxiliary and seasonal staff totalling approximately 35 people (equivalent to 23.77 FTEs). The Parks Division consists of:

Parks Administration and Park Planning, responsible for the development of detailed strategic planning documents such as Park Master Plans and Asset Management Plans for the City including input into the City's annual Five-Year Financial Plan; the assisting in the implementation of park related plans such as the Urban Forest Management Plan and Climate Action Plan; oversight for the implementation of approved park strategic plans such as the Parks and Recreation Master Plan; participating in the City's emergency response planning and providing advice to other departments such as Planning and Development for park-related considerations.

Parks Operations and Maintenance, responsible for the operations and maintenance of over 30 parks which include City Parks, Community Parks, Neighbourhood Parks, and Natural Areas. This includes sports fields, sports courts and tennis courts, skate park, Bike Trials Park, 4 dog off-leash parks, water spray parks and playgrounds as well as litter pickup and recycling, signage and wayfinding

signage, and washrooms in park buildings. Waterfront parks include marine recreation amenities with swimming beach, piers and floats to support swimming, power boating, kayaking, and rowing, sailing and other water-based activities. Parks provide support for Cultural Services for over 20 special events and runs/rides in partnership with community groups. The work also includes irrigation, turf maintenance and grass-cutting for parks.

Horticulture, responsible for the installation and maintenance of landscape areas including civic facilities, parks, plazas, traffic islands, walkways and boulevards. Horticulture strives to create a sense of pride and community identity through beautification and to support green infrastructure and climate resilient landscaping practices, through the planning and maintenance of raingardens, green roofs and bioswales and supporting habitat restoration and invasive removal projects.

Urban Forestry, responsible for urban forest management which includes technical support for other departments, tree inspections and removal of hazardous trees, replanting and maintenance of new trees, street tree maintenance of over 5500 street trees, and emergency response in storm events. This team provides technical support to Planning and Development including bylaws, permitting, and development review.

Trails, responsible for 56 kilometres of trails and pathways which provide connectivity throughout the City. Trails staff inspect and maintain a number of boardwalks, bridges and staircases throughout the City's park system, and facilitate the management of the trail assets to maximize the value of these critical infrastructure and ensure they provide long-term benefits. This team supports the collection of data with trail counters as well as wayfinding, signage, and universal access. Trails work on several projects each year in partnerships with community groups.

Challenges

Parks continue to be busy with several factors combining to create demands on staff. The parks are busier later in the evenings creating additional clean-up in the late evening and early morning hours. Periods of warmer weather combined with increased year-round use patterns, a growing regional population and changes in parking restrictions at nearby regional parks is creating additional demand for recreational water access.

There has been a continued demand for new, expanded and updated parks and parks facilities. The City continues to work to include park dedication through redevelopment at various scales. It has been challenging to address the need for increasingly complex and technical parks input. Some of the challenges are being addressed with a park planner on staff; which support development-related work and capital project implementation but additional resources are needed to meet the requirements of the city with anticipated growth.

The Parks team have been closely involved in processes related to Truth and Reconciliation, including capital projects, strategic projects, and evolving requirements related to referrals for review and the daily operational work in our parks. There is an increased focus on protecting known archaeological sites and interest from Rights Holders to be involved. The development of new processes for referral coordination and additional staff training will assist in the future.



Queens St. Pop-up Park

The impacts of climate change and the need for climate action have continued to bring challenges to the parks team as they work on energy efficiency improvements such as lighting conversions and zero waste strategies while incorporating climate change adaptation into operating and capital projects. The need for new drinking fountains, misting poles, increased tree canopy coverage are adding increased maintenance for parks but provide much needed amenities for the public.

There has been increasing focus for the requirements for inclusivity, diversity, equity and accessibility considerations within the parks and open spaces. Changing expectations and standards are requiring additional training and reviews of existing spaces with external experts are requiring improvements and changes to the park planning processes. This also includes continued improvements for public engagement and updated approaches to communicating on capital projects through signage and website project updates.

There has been a considerable increase in dog ownership throughout the Metro Vancouver region since 2020 (COVID), which has created a considerable strain on park and trail use including non-compliance of bylaws and complaints from other parks users and requests for additional off-leash spaces. The development of a Dog Management Strategy starting in 2024 will provide guidance on how to improve dog amenities for the community and is expected to require additional resources.

Another key challenge has been the attraction and retention of staff for seasonal positions. The work plans in parks have shifted to a year-round approach as there is a shrinking window for low season park use periods. Other cities in the region are converting seasonal positions to regular staff positions and it is difficult to retain staff who are looking for regular full-time positions.

Key Initiatives

In 2024, staff will continue work on the action items identified in the Parks & Recreation Master Plan. There are a number of projects underway or in the planning phase for trails, urban forestry, parkland acquisition, park design and development, outdoor sports and other park amenities. These include the upgrading of the Shoreline multi-use trail (North section) and Noons Creek bridge replacement with restoration planting and amenities, the redevelopment of Inlet Park Field and installation of two new playgrounds, the development and implementation of the Trail Network Plan and Urban Forest Management Strategy, continued partnership with volunteers such as TORCA, wayfinding signage improvements, and implementing recommendations to address wildlife management of geese, bears and beaver in parks.

The popular pop-up park program will continue to expand in 2024 to include four sites and seasonal expansion to activate under utilized park spaces and provide new opportunities for resident to enjoy an array of games and activities as well as enhanced park furniture and amenities.

Staff will look to update Asset Management Plan for Parks to meet best practices in asset management, and long-term financial planning. Parks have initiated work on inventory and planning for park assets including GPS data layers and condition assessments. We are incorporating technology to maximize performance and efficiency using mobile devices for an updated risk management inspection program for playgrounds and hazard trees and will be expanding this for other assets in parks and trails. Urban Forestry/Trails have also installed a network of trail counters to continue the collection of park user volumes.

The 2024 Parks work plan includes the completion of a number of capital projects including the Rocky Point Park Master Plan Update, Old Orchard Park Master Plan Update, Parkland Strategy, Urban Forest Management Strategy implementation, Trail Network Plan and several capital improvement projects such as the Inlet Field redevelopment and numerous playground, spray park, sports courts and other upgrades at multiple park sites.

Recreation

The Recreation Division is responsible for planning and delivery of programs and experiences for all age groups and demographics in Port Moody. The goal of recreation programming is to provide a diverse range of opportunities to encourage all Port Moody residents to engage in healthy and active lifestyle. The Recreation Division also coordinates the City's facility bookings. Recreation staffing includes regular, auxiliary and seasonal staff totalling approximately 300 people, equating to approximately 60 full-time equivalents. The Recreation Division consists of the following service areas:

Programming, responsible for planning and delivering registered and drop-in programs across the City. Recreation programming is intended to encourage active living and introduce people to new activities. The range of programming includes pre-natal, pre-school, children, youth, adult, senior, special interest, sport and exercise, healthy living, after-school, seasonal camps, outdoor learning, cooking, youth centre services, and skating and swimming.

Customer Services, responsible for ensuring program and community centre participants receive excellent and consistent service when registering and checking in for activities. This team fields many inquiries and is often the face of the City to many of our residents.

Marketing, responsible for promoting recreation programs and activities, program marketing materials, and communication on digital platforms.

Facility Bookings, responsible for overseeing the booking of all City facilities and park amenities. This team supports booking of picnic shelters through large event planning such as weddings.

Volunteer Support Services, responsible for overseeing the City volunteer program to support recreation activities as well as support special events volunteer needs. The need for volunteers and interests by community members to provide volunteering service is steadily growing.

Challenges

2023 saw a strong return to "normal" recreation programming and participation with many programs and services returning to their pre-Covid levels. With that, there is a high demand for programs with a limited amount of space, especially for children's camps, skating and swimming lessons and fitness classes that often have high waitlists and will continue to put pressure on the Division's ability to meet the community's demand.

The implementation of priority registration for residents throughout the region has resulted in more Port Moody residents getting into their preferred programs in the community but has also reduced their access to amenities in other communities that the City doesn't have. Long-term infrastructure planning and prioritization is required to ensure recreation facilities are adequate to meet the needs of the community as it continues to grow.

Staffing challenges in the form of recruitment, retention, and pending retirements of experienced staff remains a challenge throughout the recreation industry and will continue to be an area of focus of the Division.

Key Initiatives

Many of the City's recreation facilities are ageing and may not have the amenities needed to support the future needs of the community. In line with Council's strategic goal to leverage public spaces, the Recreation Division will be leading the feasibility study of new recreation facilities to establish short and long-term actions to support the future recreation infrastructure needs of the community in consideration of repurposing existing facilities, building new infrastructure and future use of City lands and other developments.

In 2024, staff will be undertaking two new initiatives focused on youth engagement and increasing support services in recreation programs including the inaugural Mayor's Youth Summit where local youth will be invited to discuss critical issues affecting their lives and the community and new inclusion and support services in recreation programs that will offer more one-on-one support to participants requiring assistance.

Budget Highlights

Revenues total \$4,536,596 for the Department. Recreation and Cultural services revenues account for \$3,067,894 or 88% of revenues.

Other Revenue of \$267,870 is primarily related to revenues for Parks services. Additionally, the department receives annual grant revenues and \$233,448 in reserve transfers.

Salaries and benefits (net of Recoveries) represent 70% of operating expenses at \$12,164,207.

Contracted Services represents 12.5% of operating expenses at \$2,169,912. Within Cultural Services this includes City events and community event grants, but also represents the two contracts with PoMo Arts and the Port Moody Heritage Society.

Utilities represents 5.1% (\$851,096) and includes natural gas (heat) and electricity (lights) at all civic facilities and parks.

Equipment represents 5.3% (\$884,280) of the operating budget for the department.

Supplies and Materials represents 4.2% (\$736,166) of the operating budget for the department.

Insurance & Claims represents 2.1% (\$365,261) of the operating budget, primarily in Facilities.

Personnel Services represents 0.37% (\$66,086) of the operating budget for departmental training, development, and professional dues and fees.

Community Services - Budget Summary	PLN 2024	PLN 2025	PLN 2026	PLN 2027	PLN 2028
Revenues	-4,536,596	-4,603,080	-4,700,644	-4,792,504	-4,874,645
Recreation and Cultural Services	-3,967,894	-4,036,117	-4,124,193	-4,215,551	-4,288,050
Other Revenue	-267,870	-269,207	-270,571	-271,962	-273,381
Rev-own sources-licenses	-37,384	-37,384	-37,384	-37,384	-37,384
Transfer from other govt-prov'l conditional	-29,000	-29,000	-29,000	-29,000	-29,000
Transfer from other govt-capital other	-1,000	-1,000	-1,000	-1,000	-1,000
Tsf from reserves-operating	-167,966	-168,379	-175,262	-173,108	-180,041
Tsf from reserves-capital	-65,482	-61,994	-63,234	-64,498	-65,788
Expenses	17,411,120	17,884,312	18,314,471	18,734,513	19,017,662
Salary and Benefits	12,164,207	12,461,482	12,727,557	12,954,449	13,190,598
Personnel Services	66,086	66,814	67,639	68,429	68,535
Contracted Services	2,169,912	2,235,890	2,305,075	2,400,397	2,398,694
Consulting and Prof Services	91,019	93,047	94,767	96,409	97,944
Utilities	884,280	905,848	927,988	950,649	972,901
Communications	102,598	103,446	104,274	105,090	105,886

Insurance & Claims	365,261	383,334	402,311	422,237	440,631
Lease & Rentals	79,947	64,977	66,079	67,197	68,338
Equipment under \$5,000	839,274	895,347	925,987	950,612	962,987
Supplies & Materials	736,166	750,663	764,561	777,463	789,976
Sundry	265,039	270,827	276,332	281,919	282,495
Grants & Donations	80,850	80,850	80,850	80,850	80,850
Recoveries	-703,992	-725,047	-745,221	-763,773	-781,602
Tsf to reserves-operating		3,500		3,500	
Tsf to reserves-capital	270,473	293,334	316,272	339,085	339,429
Total	12,874,524	13,281,232	13,613,827	13,942,009	14,143,017

Notable Changes

The 2024 budget drivers of the \$1,150,558 change over 2023 are primary related to:

- Increased revenues of \$377,478, with recreation revenues increased to reflect the return to pre-pandemic changes impacting the recreation sector.
- Salary and benefits have increased by \$747,646. This is related to continuing adjustments of staffing levels due to returning programming and services, as well as estimated contractual and cost of living increases for CUPE and exempt employees.
- Operating expenses reflect a net increase of \$371,068.
- New City Services reflects a total of \$289,849 and the addition of staffing (Public Art Coordinator RPT, Invasive and Restoration TFT) along with Car Free Day, National Indigenous Day and the Holiday Lighting program.

Community Services - Budget Drivers		PLN 2024
Revenue Changes		-377,478
Salary Adjustments		747,646
Operating Expenses		371,068
Reserve Changes		119,473
New Funding Requirements		289,849
Public Art Coordinator RPT		86,849
Car Free Day		123,600
Invasive and Restoration TFT		28,000
National Indigenous Peoples Day		10,300
Holiday Lighting Program		41,100
Total		1,150,558

Department Performance Measures

Community Services



MEASURES IN SUPPORT OF 2023-2026 COUNCIL STRATEGIC PLAN

	2021 Actual	2022 Actual	2023 Actual	2024 Target	Long-Term Target	LT Target Year
Sustainable Core Services						
# Hours booked at Inlet Theatre	223	1,324	1,775	2,000	2,000	n/a
# Rentals	84	190	255	260	260	n/a
# Playground safety inspections conducted	264	241	290	300	350	2030
# Service calls processed (i.e. bears, invasive species, parks, trails, trees, and etc.)	1,167	1,109	1,884	1,800	n/a	n/a
Healthy Community Development						
# Children facilitated in summer camp programs	907	1,865	2,338	2,400	2,500	2026
# Courses/programs delivered	1,329	2,082	2,502	2,570	2,560	2027
# Registrants in programs	9,553	16,332	20,344	22,000	25,000	2027
# Volunteer hours contributed for City events at recreation centres	32	1,498	2,778	3,000	3,500	2027
Resilient Natural Environment						
# Reports of environmental and pollution incidents	65	48	64	50	Decrease	Ongoing
# Trees planted in parks and streets	266	620*	1,118	1,250	Increase	Ongoing
# Volunteer hours contributed for environment and parks events	222	536	760	760	Increase	Ongoing
Dog waste diversion in parks (kgs)	26,100	49,411	54,000	55,000	n/a	n/a

*Includes street trees and urban forest restoration and enhancement projects

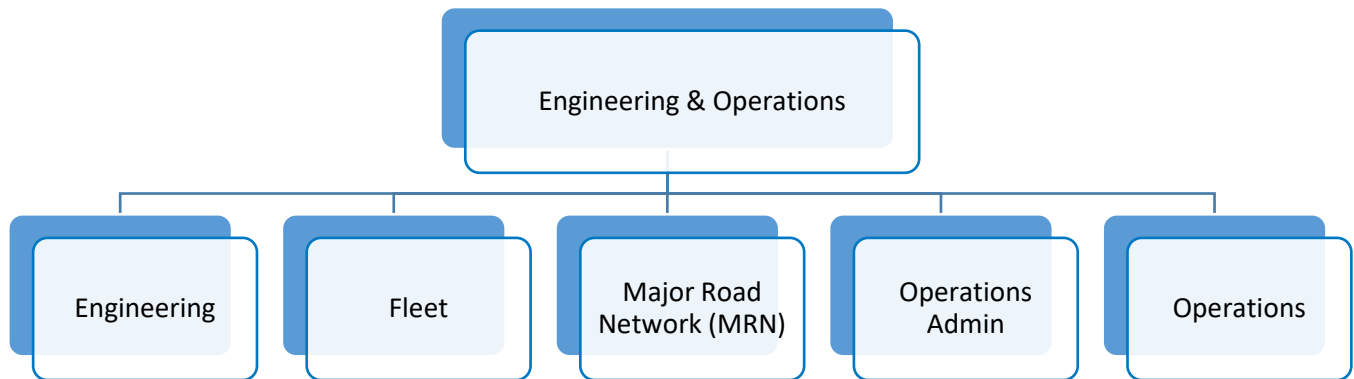
VIEW THE 2023-2026 COUNCIL STRATEGIC
PLAN AT [PORTMOODY.CA/STRATEGICPLAN](https://portmoody.ca/strategicplan)

Engineering & Operations

2024 - 2028 Operating Budget

Engineering & Operations

The Engineering & Operations Department is responsible for operating, maintaining, planning, designing, and constructing the City's public works assets. This includes all City roads, sidewalks, bridges, streetlights, traffic signals, road signs, water mains, sewer mains, and storm water infrastructure. The department is also responsible for the City's fleet administration services.



The department is comprised of the following Divisions:

- Engineering
- Fleet
- Major Road Network (MRN)
- Operations Administration
- Operations

Engineering Division

The Engineering Division includes 15.65 FTE positions, although 7 of these are primarily funded through capital projects. The Engineering Division consists of:

Infrastructure Engineering Services, responsible for engineering services, asset management, transportation and traffic, development servicing, and third party utility permitting.

Project Delivery Services, responsible for planning, designing, and constructing capital projects.

Infrastructure Engineering Services' key focus is on providing transportation engineering and planning, and development review. Project Delivery services' key focus is on capital and special project implementation for a variety of divisions and departments including Engineering, Operations, Sewer, Drainage, Water, Facilities, and Parks.

Through the Master Transportation Plan (MTP) adopted in 2017 (currently being updated), the department has also been implementing a series of key capital transportation projects to improve transportation choices, safety, and efficiency in Port Moody to work towards future targets to increase the use of sustainable transportation methods (walking, cycling, and transit), reduce reliance on automobiles for trips, and improve safety. The MTP is currently being updated, targeting completion in 2024, to inform the next set of priorities for transportation in Port Moody.

Fleet Division

The Fleet Division is responsible for the maintenance and repairs for the City's Vehicle and Equipment Fleet. Additionally, they are involved in all corporate fleet / vehicle replacements except for purchases of police vehicles. Fleet is a full cost recovery division – all expenses are recovered through internal charges to other divisions for the services received.

Major Road Network (MRN) Division

The Major Road Network (MRN) Division consists of all areas of City covered by the MRN Agreement with Translink. The Translink MRN Agreement provides annual funding for operations, maintenance and rehabilitation based on the number of lane kilometers of the MRN road network. The City has 70.3 lane kilometers in the MRN road network. For 2024, TransLink funding will be \$1.68 million (70.3 lane kms at \$23,910/lane-km).

For 2024, 5/12s (42%) or \$700,000 goes to the capital reserve for pavement rehabilitation and an additional \$980,000 goes to the capital reserve for general rehabilitation.

Operations Administration Division

The Operations Administration Division consists of administration relating to Solid Waste and Recycling, fleet maintenance, Roads and drainage maintenance, utilities maintenance, and snow and ice control. This division includes 5.25 FTE plus one temporary FTE funded from capital to improve work order and data collection/retention processes.

Operations Division

The Operations Division is primarily responsible for the City's street network and infrastructure, including pavement, sidewalks, street lighting, traffic signals, road markings, street cleaning, and snow removal.

In 2024, the Operations Division has 12 FTE's (inclusive of MRN). A small number of temporary staff are also hired each year to support seasonal work such as street network grass cutting and snow and ice response.

Budget Highlights

Licenses Revenues (\$422,962) and **Other Revenues** (\$75,000) are related to off-site engineering fees (development driven), anchor encroachment fees, highway use permit activity, and multi-family parking permit fees.

Government Transfers (\$1,606,927) are related to the funding agreement with Translink for the MRN road network.

Reserve Transfers (\$380,741 and \$159,871) primarily provide funding from the City reserves for staff costs related to development related work. Transfers to the reserve are tied to budgeted revenues for off-site engineering fees (development driven), anchor encroachment fees, and will provide future funding for the staff related costs of those development driven activities.

Salary and Benefits (\$3,787,040), including **Recoveries** (-\$1,552,396), is a major driver of the department budget representing 39% of total operating expenses. Recoveries consist of transfers from the four Utilities for the various services provided by the employees of the Engineering and Operations division.

Transfers to Reserves (capital \$769,000, and operating \$363,703) represent 20% of operating expenses. Capital transfers are from the MRN, while operating transfers are tied to development related revenues.

Contracted Services represents 13% (777,410) of the budgeted operating expenses.

Utilities represent 7% (\$378,290) and include the cost of electricity for traffic signals and streetlights.

Equipment represents 12% (\$698,970) of the budgeted operating expenses and includes a significant portion of the City's fleet.

Training & development represents 0.82% (\$46,881) of the budgeted operating expenses.

All other expenses represent 9% (\$496,636) of the budgeted operating expenses. These include office Consulting and professional service, communications, insurance, leases and rentals, supplies and materials, and miscellaneous expenses.

Engineering & Operations - Budget Summary	PLN 2024	PLN 2025	PLN 2026	PLN 2027	PLN 2028
Revenues	-2,645,448	-2,711,563	-2,768,461	-2,807,876	-2,849,606
Other Revenue	-75,000	-75,000	-75,000	-75,000	-75,000
Rev-own sources-licenses	-422,962	-427,400	-431,250	-434,293	-438,437
Transfer from other govt-capital other	-1,606,927	-1,655,451	-1,697,240	-1,722,313	-1,748,373
Tsf from reserves-operating	-380,741	-389,900	-397,883	-405,840	-413,957
Tsf from reserves-capital	-159,817	-163,812	-167,089	-170,430	-173,839
Expenses	5,765,534	5,945,128	6,095,134	6,222,377	6,350,277
Salary and Benefits	3,787,040	3,882,081	3,959,502	4,036,094	4,117,192
Personnel Services	46,881	47,517	48,122	48,723	49,295
Contracted Services	777,410	797,646	817,972	838,701	859,956
Consulting and Prof Services	40,120	40,375	40,623	40,875	41,113
Utilities	378,290	388,410	398,802	409,475	420,437
Communications	17,352	17,381	17,410	17,441	17,472
Insurance & Claims	97,732	102,618	107,749	113,137	118,794
Lease & Rentals	61,961	62,022	62,084	62,147	62,212
Equipment under \$5,000	698,970	750,747	786,496	813,492	836,324
Supplies & Materials	276,653	281,846	287,162	292,598	298,167
Sundry	2,818	2,835	2,854	2,873	2,892
Recoveries	-1,552,396	-1,589,860	-1,619,372	-1,647,169	-1,678,043
Tsf to reserves-operating	363,703	371,510	377,730	374,990	374,467
Tsf to reserves-capital	769,000	790,000	808,000	819,000	830,000
Total	3,120,086	3,233,565	3,326,673	3,414,502	3,500,672

Notable Changes

The net change to the Engineering and Operations budget is \$89,210.

- Budgeted revenues are projected to increase by \$251,727 from 2023 based on anticipated and actual recent development and permitting revenues.
- Salary and benefit adjustments (net of internal admin) total \$174,059.
- Net operating expenses have increased by \$54,681.
- Reserve transfers increased by \$112,197. This is related to a projected increase in development related fee and permit revenues.
- No new funding requirements were identified for the 2024 year with adjustments made to better reflect anticipated actual costs and resources required to meet the current levels of service.

Engineering & Operations - Budget Drivers		PLN 2024
Revenue Changes		-251,727
Salary Adjustments		174,059
Operating Expenses		54,681
Reserve Changes		112,197
Total		89,210

Department Action Plan

In 2023, the Engineering & Operations Department adopted a 2023-2028 strategy to support the 2023-2026 Council Strategic Plan (CSP) and guide departmental priorities. The following strategy statement was developed to help guide the work of its teams:

We are professionals and experts who are stewards of the City's infrastructure.

We use evidence-based decision making and optimize the use of our resources to deliver exceptional services to our customers that are safe, reliable, sustainable, and that give the best long-term value to the community.

In the coming years, in addition to providing current levels of service and advancing related CSP projects, the department will be focusing on the following key priorities:

- ***Establish improved asset and maintenance management practices*** – by working to ensure robust, resilient, and coordinated 1, 5, and 30 years asset management plans are in place; securing appropriate funding for sustainability of infrastructure assets; and reviewing and refining processes and work control systems.
- ***Equip and resource the Engineering and Operations Department*** – by establishing more formalized drainage utility functions; setting and implementing formal project and engineering quality management standards; and developing short and long term plans for the City Works Yard.
- ***Improve communications and support for employees*** – through increased communication opportunities as a department and between teams; and updating and formalizing workforce development and achievement and work planning programs.

For 2024, the department will be undertaking several priorities and key initiatives that support the CSP. A full summary of projects is included in the 2024 Capital Plan, with some highlights included below:

- An update to the Development Cost Charges bylaw (EN24026) is planned to start in 2024 to reflect infrastructure plans that have been updated since the bylaw's last review in 2020.
- The Pedestrian Walkaways/Accessibility Capital Program (EN24037) was initiated in 2023 and will continue for 2024. This annual program supports rehabilitation of deteriorated sections of sidewalk and walkways and adds or upgrades curb ramps to provide an improved level of accessibility for pedestrians.
- A design for permanent traffic calming infrastructure on Moray Street (EN24044) is identified for 2024 with construction included in the capital plan for 2025.
- The School Traffic Safety Initiative (EN24021) is on its 5th year of a 7-year program targeting completion of a school travel planning study and infrastructure review, along with some small scale improvements where required, at each elementary school in Port Moody. Following a previous year of the initiative, improvements along Panorama Drive have been included in the capital plan for 2024 (EN24052).
- The annual Neighbourhood Traffic Calming Program (EN24031) supports completion of around one traffic calming initiative per year as prioritized by the Transportation Committee.
- The Streetlight LED Replacement Program (EN24032) will support replacement of existing High Pressure Sodium and Metal Halide street lights with more energy efficient and longer lasting LED fixtures.
- Work will begin on the Moody Centre Storm Drainage Improvements (DR24009) which is the first year of a 5-year program to improve storm drainage capacity and resiliency in Moody Centre. This project is informed by the Moody Centre Drainage Study completed in 2019.

Annually, the Engineering & Operations Department implements several infrastructure renewal and rehabilitation projects including LRN and MRN paving; watermain, sanitary sewer, and drainage infrastructure construction; and sidewalk, streetlight, and bridge upgrades and maintenance. These projects are planned and implemented via the program budgets summarized in the 2024 Capital Plan.



Department Performance Measures

Engineering and Operations



MEASURES IN SUPPORT OF 2023-2026 COUNCIL STRATEGIC PLAN

	2021 Actual	2022 Actual	2023 Actual	2024 Target	Long-Term Target	LT Target Year
Sustainable Core Services						
# Highway Use permits processed	203	160	217	200	200	Ongoing
\$ Highway Use Permit fees collected	98,137	92,206	152,027	100,000	n/a	n/a
\$ Offsite engineering review and monitoring fees collected	45,434	159,760	389,365	297,600	200,000	Ongoing
\$ Onsite engineering review fees collected	-	1,330	6,601	3,400	n/a	n/a
# Multi-family parking permits issued	256	410	376	n/a	<600	<600
\$ Multi-family parking permit fees collected	14,576	23,763	25,933	n/a	n/a	n/a
Resilient Natural Environment						
Average solid waste diversion rate	74.4%	73.2%	73%	Increase	70%	Ongoing
Tonnes of recycling, glass, green waste and garbage collected	7,085	6,513*	6,328	Reduce	Reduce	Ongoing
1,000m ³ of drinking water purchased from Metro Vancouver	5,222	5,080	5,090	5,300	Reduce	Ongoing

*Weather related service disruptions early and late in the 2022 calendar year may have resulted in solid waste volumes shifted to other years. This tonnage may not necessarily reflect a trend.

VIEW THE 2023-2026 COUNCIL STRATEGIC
PLAN AT [PORTMOODY.CA/STRATEGICPLAN](https://portmoody.ca/strategicplan)

Fire Rescue

2024 - 2028 Operating Budget

Fire Rescue

Port Moody Fire Rescue is a full-service fire rescue response agency with the responsibility to provide enhanced fire rescue response, fire prevention, fire and life safety education, fire investigation services, as well as oversee and administer the City of Port Moody Emergency program. With roots in the community since 1913, Port Moody Fire Rescue is composed of 45 career firefighters, 3 chief officers and stationed in two community Fire halls providing professional service 24 hours a day, 7 days a week. In addition, we have 20 paid on call auxiliary firefighters for larger incident response and supporting community events.

Mission Statement

Port Moody Fire Rescue is dedicated to minimizing injury, property loss and environmental damage in our community in the event of fire, disaster, or another life-threatening incident. Through effective and timely response, prevention initiatives, progressive practices, education and training, Port Moody aspires to be amongst the safest communities in Canada.

Values

Trust

- Trust is the foundation of every relationship; we value the trust of the public and serve with honesty and compassion.

Service

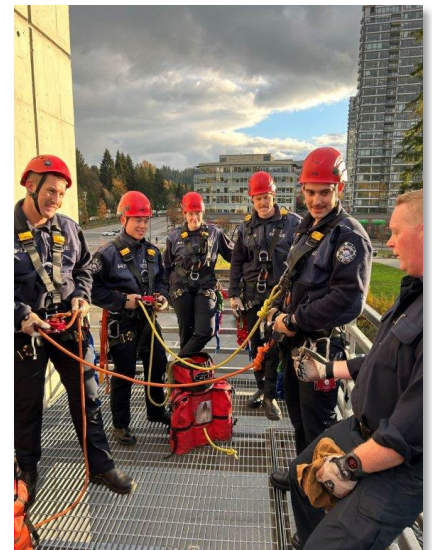
- We are dedicated to excellence in serving the community.

Integrity

- We honor our commitments and are accountable for our actions.

Teamwork

- We work together, respecting differences, for the greater good.



Response Model

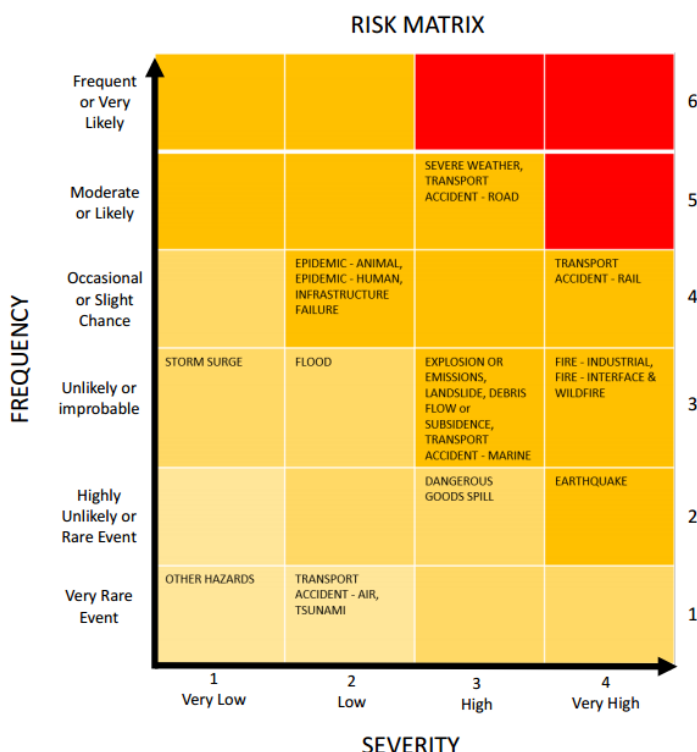
Port Moody Fire Rescue provides an all-hazards approach to its services. All-hazards response means that the Department will respond to all life safety incidents with our community. Port Moody Fire Rescue staff are all trained to BC-EMALB Emergency Medical Responder Level 3, with enhanced skills including AED operations, spinal immobilization, and others in a value-added support role for the pre-hospital emergency care model governed by BC Emergency Health Services. As well, PMFR provides specialized services in the areas of:

- Technical rope rescue
- Confined space rescue
- Advanced vehicle extrication operations
- Hazardous Materials advanced operations
- Wildland/Interface suppression & structure protection services
- Marine rescue response

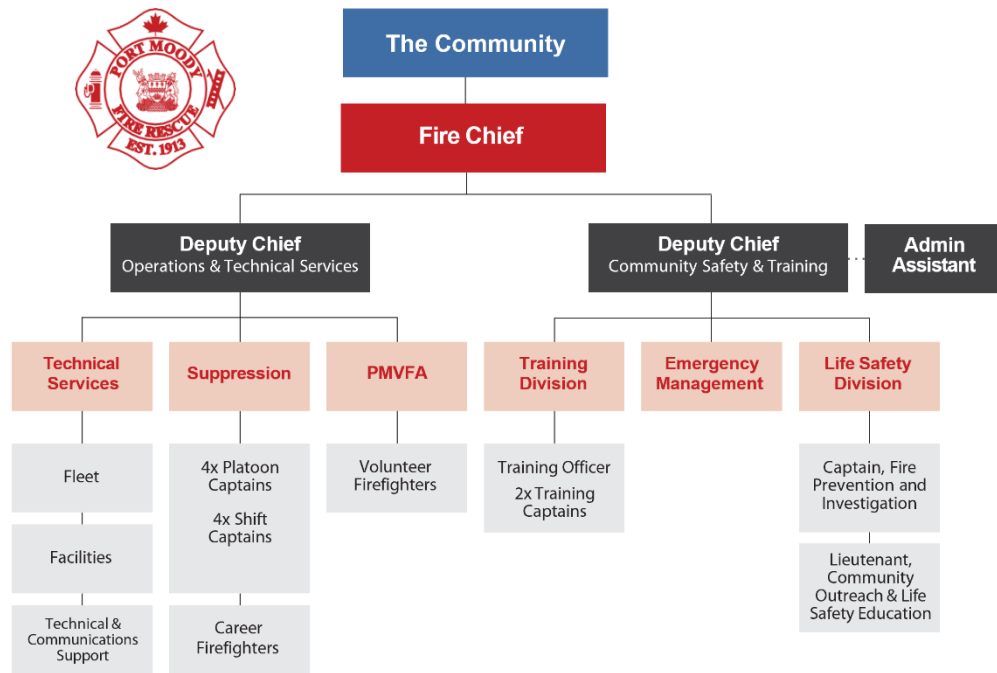
Port Moody Fire Rescue's staffing model has 2 NFPA compliant staffed engines on duty 24/7, one each at Inlet Centre and Glenayre Fire Halls. These engines, each staffed with 1 officer and 3 firefighters, provide the 1st-in response to all emergencies within our city. As well, PMFR utilizes an elevated alarm system to recall off-duty career and volunteer firefighters to respond to major incidents, or simultaneous events.

Community Risk Model

Port Moody Fire Rescue follows a community risk model that evaluates several factors to determine response priorities. Factors include current available staffed apparatus, response times, geography, topography, building stock, demographics, local hazards, and critical infrastructure systems. PMFR provides response services to the Port of Vancouver facilities located locally, and heavy industry partners including Pacific Coast Terminals, Suncor, Imperial Oil, and the Canadian Pacific Railway.



Department Structure



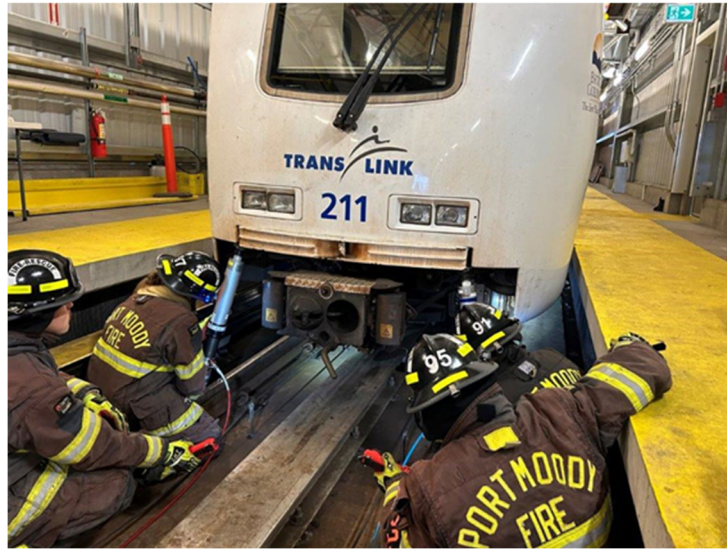
Port Moody Fire Rescue is made up of the following divisions:

Operations Division, responsible for fire suppression services, emergency medical responder services, life-safety/rescue response services, and specialized rescue services. Operations also assists in the delivery of community safety initiatives including premise inspections and public education programming. This Division also oversees the management of the Port Moody Fire Rescue apparatus fleet and Department facilities.



Building Fire Response - August 2023

Training Division, responsible for the planning, development, delivery, and evaluation of all training of Department staff. Industry best practices, regulatory requirements, and operational needs all drive the scope of the training programs. In 2023, the PMFR Training Division facilitated the delivery of 6,105 hours of training.



Skytrain lift training

Community Safety Division, responsible for all fire prevention services, life-safety educational programming, and community outreach initiatives. Members of this Division support Operations by providing fire investigative services. Fire prevention services include regular fire safety inspections, problem premise inspections, institutional inspections, fire and building code interpretation and enforcement, and liaising with the City's Building and Bylaw divisions on new construction code compliance.



Fire Investigation

Fire Prevention services include:

- Fire Investigation
- Regular fire safety inspections
- Problem premise inspections
- Institutional inspections
- Fire and building code interpretation and enforcement
- Liaising with our City Buildings and Bylaws Department

Community Outreach services include:

- Public education – Community and SD 43
- Fire extinguisher training
- Junior Firefighter programming
- Firesmart education

Emergency Management, responsible for emergency management and disaster response planning. The Division's scope includes planning for, and managing, a major emergency response, managing the City's Emergency Operations Centre (EOC), managing a complete post-disaster recovery, training staff and community volunteers, and providing emergency planning information to the public.



EOC Exercise 2023

Port Moody Volunteer Firefighter's Association, composed of 20 community-oriented individuals who supplement career staff at major incidents, and are heavily involved in community events. They meet for weekly training, are led by an executive, and fall under the stewardship of the Operations Division of PMFR.



Polar Plunge for Special Olympics

Department Priorities and Key Initiatives

Port Moody Fire Rescue initiated a Fire Service Master Plan review in 2022. The last master plan review was completed 20 years ago. A third-party consultant reviewed all aspects of PMFR's service and operations, producing an updated 2023 Master Plan to guide the department's service delivery through the next two decades. The fire service master plan review is a process of identifying a fire department's present status, and developing a strategy for future goals and needs, along with assisting the department in making decisions in relation to more efficiently allocating its resources. This project directly reflects Council's strategic initiatives of community evolution and exceptional service.

Port Moody Fire Rescue has requested 2 new suppression firefighter positions in the 2024 budget. The new suppression positions will enable the department make improvements in scheduling and in turn reduce injury time loss and overtime costs. These positions are part of the Fire Master plan implementation and will also increase fireground effectiveness and community safety. The Master plan implementation directly reflects Council's strategic goal of enhancing community wellbeing.

Port Moody Fire Rescue has prioritized wellness support for our firefighters. Non-physical injuries result in firefighter absence from the workplace are continuing to rise. This increase is a result of changes to WSBC legislation covering occupational stress injuries, combined with an increase in education and advocacy of the non-physical impacts of the fire service. This will continue our commitment to wellness support will be in the form of increased access to health screening, as well as increased training of firefighter peer support and CISM team members. This wellness support initiative directly reflects Council's strategic goal of enhancing community wellbeing.

Budget Highlights

Over 80% of Port Moody Fire Rescue's budget is allocated to salary & benefits. The remainder of the budget remains largely unchanged from previous years except for minor inflationary increases, apparatus debt servicing. PMFR continues to source provincial grant opportunities securing substantial funding for wildfire prevention and emergency management initiatives.

Fire Rescue - Budget Summary	PLN 2024	PLN 2025	PLN 2026	PLN 2027	PLN 2028
Revenues	-199,910	-137,925	-112,624	-50,425	-900
Other Revenue	-900	-900	-900	-900	-900
Tsf from reserves-capital	-199,010	-137,025	-111,724	-49,525	
Expenses	11,445,250	12,079,772	12,781,945	13,370,714	13,987,082
Salary and Benefits	9,211,627	9,770,672	10,362,291	10,894,132	11,444,182
Personnel Services	112,648	115,382	117,687	119,530	121,403
Contracted Services	44,374	44,743	45,098	45,437	45,783
Consulting and Prof Services	92,310	98,581	105,288	110,434	115,834
Communications	27,001	27,541	28,091	28,652	29,225
Insurance & Claims	37,380	39,186	41,059	43,026	45,068
Lease & Rentals	7,432	7,618	7,770	7,887	8,006
Equipment under \$5,000	489,602	506,181	518,696	529,871	539,780
Supplies & Materials	230,412	246,258	262,078	272,205	282,636
Gov't Payments	337,471	361,094	386,371	405,689	425,974
Sundry	599,040	598,871	635,329	634,830	645,177
Grants & Donations	6,967	7,106	7,249	7,393	7,541
Recoveries	248,986	256,538	264,029	270,721	276,473
Tsf to reserves-capital			907	907	
Total	11,245,340	11,941,847	12,669,321	13,320,289	13,986,182

Notable Changes

The 2024 budget drivers are:

- 2 new Suppression Firefighters positions as part of Master plan implementation
- Salaries and benefits increase by \$582,547 (Collective agreement lift and 2 new Firefighters)
- Operating expenses increase by \$238,712 (including 2 new firefighter PPE and Uniforms)

Fire Rescue - Budget Drivers		PLN 2024
Revenue Changes		4,100
Salary Adjustments		582,547
Operating Expenses		238,712
Reserve Changes		-52,315
New Funding Requirements		272,246
Two Fire Fighters (2.0 FTE)		244,706
Uniforms supplies		27,540
Total		1,045,290

Department Performance Measures

Fire Rescue



MEASURES IN SUPPORT OF 2023-2026 COUNCIL STRATEGIC PLAN

	2021 Actual	2022 Actual	2023 Actual	2024 Target	Long-Term Target	LT Target Year
Sustainable Core Services						
% Compliance for inspection program	91%	75%	71%	78%	80%	2030
Port Moody Fire Rescue Citizen satisfaction	96%	97%	97%	97%	98%	2030
Healthy Community Development						
# Critical life-saving interventions performed	17	32	18	30	40	2030
# Training hours firefighters participated in	5,300	5,944	6,105	6,200	7,000	2030
# Total emergency incidents PMFR crews responded to (Fire, medical motor vehicle, technical rescue, HAZ MAT incidents)	1,330	1,578	1,755	1,850	2,200	2030
# Premise fire inspections conducted (commercial / industrial / residential)	503	1,035	983	1,100	1,200	2030

VIEW THE 2023-2026 COUNCIL STRATEGIC
PLAN AT [PORTMOODY.CA/STRATEGICPLAN](https://portmoody.ca/strategicplan)

Finance & Technology

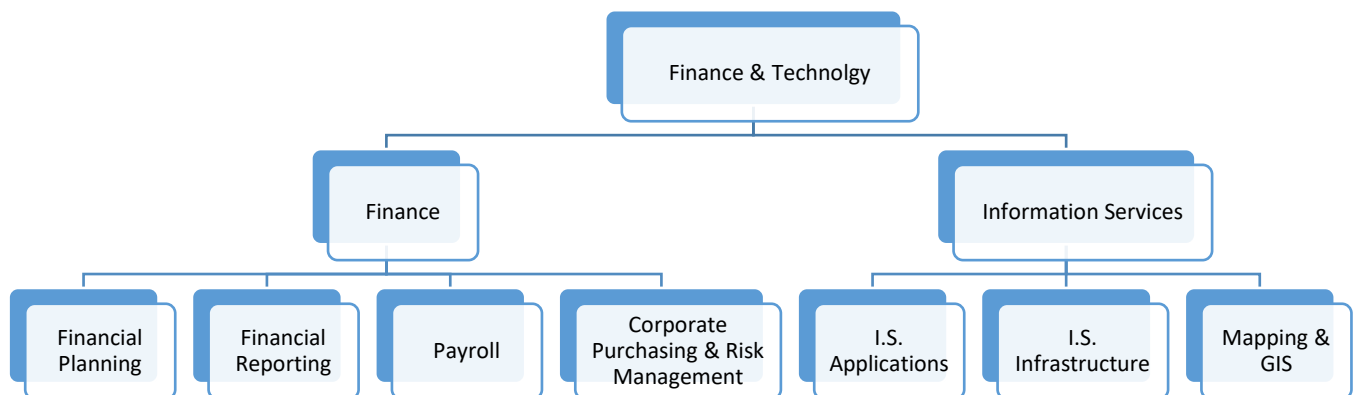
2024 - 2028 Operating Budget

Finance & Technology

The Finance and Technology department comprises the Finance Division and the Information Services Division.

The Finance Division's main objective is to ensure the City's financial health by providing leadership and support. They achieve this through activities such as long-term financial planning, annual budget development, property tax and utility calculation and collection, treasury and cash management, payroll services, purchasing administration, risk management, statutory financial reporting, and establishing internal controls. Their focus is on fiscal responsibility and effective management of the City's assets.

The Information Services Division is responsible for managing the City's technology infrastructure and driving digital transformation. They work closely with all departments to understand their technology needs and provide innovative solutions to enhance productivity and efficiency. The I.S. division oversees hardware and software resources, ensuring proper maintenance, upgrades, and replacements. They handle the installation and maintenance of software applications to meet operational requirements. Data security is a top priority, with the implementation of robust measures such as firewalls, antivirus software, and encryption protocols. They also provide technical support and troubleshooting services, ensuring employees have the necessary skills to utilize technology effectively.



The Finance Division consists of:

Financial Planning, responsible for Financial Planning for the City including the City's annual Five-Year Financial Plan; the collection and management of all City revenues including property taxes billing and collection, annual residential utility (water, sewer, garbage/green waste) charges and metered utility billings; oversees the City's internal audit program; and responsible for the Treasury function, which manages City investments.

Financial Reporting, responsible for the statutory reporting requirements of the City including the City's year-end Financial Statements and published Annual Report; and internal financial reporting.

Payroll, responsible for the accurate and timely preparation of employee pay in accordance with Federal and Provincial legislation, various collective agreements and City policies.

Purchasing, responsible for the responsible for the efficient and economical acquisition and payment of materials, supplies, equipment, rentals and services for the City's operations and programs; accounts payable and accounts receivable.

Real Estate, responsible for facilitating the management of the City's land inventories to maximize the value of these critical assets. The City's land assets are non-renewable and require ongoing stewardship to ensure they provide long-term benefits.

Risk Management, responsible for risk assessments on City parks, facilities and infrastructure; manages property loss and damages claims; negotiates and renews vehicle, property, liability and volunteer insurance; and provides advice to departments to control.

The Information Services (I.S.) Division is responsible for supporting all of the City's integrated software applications and coordinating telecommunications requirements such as phones and mobile devices. I.S. also supports online web services, which allow taxpayers to pay bills online, sign up for recreation programs, and access ViewPort, our public-facing GIS system.

The Information Services Division consists of:

I.S. Applications, responsible for implementing and maintaining enterprise wide software applications that cross all departments and the public including land management, financials, maintenance management, payroll, human resources, recreation management and open data.

I.S. Infrastructure, responsible for maintaining the City's core technology infrastructure including technology security, desktop hardware, desktop applications, servers, networking, email, file storage, printing, telephony, user accounts and SCADA.

Mapping and G.I.S., responsible for maintaining the City's core geospatial data and integrating it with the internal and external ViewPort GIS systems, open data, maintenance management and land management systems. The team researches data and produces maps for both the public and internal departments.

Department Priorities and Key Initiatives

Finance and Technology is a support department that is focused on providing leadership and excellent customer service to our external and internal client groups.

Finance deals with the public regarding property tax, utility billings, accounts payable and receivable, and property damage claims. We also assist internal client groups related to accounting, payroll, purchasing, risk, and budgeting support. Finance works towards ensuring the City has established effective internal controls to ensure the integrity of financial and accounting information, promoting accountability, and fraud prevention. We are continually striving to innovate and leverage technology to maximize performance and efficiency.

Information Services is focused on providing excellent customer service to our external and internal client groups. The division provides strategic and operational leadership into enterprise software systems that assist departments to make better decisions, solve complex problems and maximize resources. New and improved online services allow the public to access City resources 24 hours a day at the tip of their fingers, and on their own schedule.

Budget Highlights

The 2024 Financial Plan is relatively unchanged from previous plans. The budget supports the areas discussed above and includes 17.06 FTE employee in Finance and 10.59 FTE employees in Information Service.

Revenues consisting of administrative fees, tax certificates, fees to banks and mortgage companies, and reserve transfers represents a budgeted of \$99,000.

Reserve Transfers (operating and capital), at \$292,700, represent transfers from the COVID Restart Grant Reserve, Development Process reserve, and the Unallocated Asset Replacement reserve for I.S. Help Desk, Finance and GIS related support.

Labour, net of **Recoveries**, continues to be a significant cost for the division representing 57% of operating budget expenses at \$2,757,000. Recoveries, at a credit of \$654,000, consist of transfers from the four Utilities for the various services provided by the employees of the Finance and Technology department.

Consulting and Professional Services represent 20% (\$940,000) of the annual operating budget expenses and includes the budgets for: internal audit, actuarial services, audit services, and software maintenance costs that supports services such as; server infrastructure, Geographical Information Systems (GIS), document management, licensing, land management, maintenance management, financials, HR, and payroll

Equipment and Leases represent 8% (\$388,000) of the total operating budget and includes the City's computer leases and maintenance for I.S. equipment.

Insurance & Claims, at 7% (\$318,000) of the total operating expenses, primarily damage/liability claims and liability insurance.

Communications represent 6% (\$285,000) of the total budgeted operating and includes citywide; wired phone services, cellular services, internet/ data services, as well as advertising and postage for tax and utilities.

Personnel Services (**Training and Development**) represents 2% (\$82,000) of the total operating budgeted.

Supplies & Miscellaneous (sundry) expenses represent 1% (\$49,000) of the budgeted operating expenses.

Finance & Technology - Budget Summary	PLN 2024	PLN 2025	PLN 2026	PLN 2027	PLN 2028
Revenues	-391,684	-391,589	-290,380	-287,741	-285,149
Other Revenue	-99,000	-99,000	-99,000	-99,000	-99,000
Tsf from reserves-operating	-259,351	-264,256	-168,047	-170,408	-172,816
Tsf from reserves-capital	-33,333	-28,333	-23,333	-18,333	-13,333
Expenses	4,819,546	4,937,356	5,049,048	5,154,174	5,260,012
Salary and Benefits	3,411,195	3,493,389	3,565,050	3,636,319	3,709,013
Personnel Services	81,529	82,813	84,295	85,693	86,923
Consulting and Prof Services	940,268	958,677	976,908	991,492	1,005,578
Communications	285,224	292,374	299,627	305,883	312,193
Insurance & Claims	317,726	333,572	350,071	367,269	385,187
Lease & Rentals	185,275	188,316	193,966	197,846	201,803
Equipment under \$5,000	202,757	207,789	211,914	215,070	218,274
Supplies & Materials	20,576	20,692	20,791	20,828	20,160
Sundry	28,867	29,372	29,786	30,107	30,431
Recoveries	-653,872	-669,637	-683,361	-696,331	-709,549
Total	4,427,862	4,545,768	4,758,668	4,866,434	4,974,863

Notable Changes

The 2024 budget drivers of the \$418,000 increase are primary related to:

- Revenues increased by \$1,000.
- Salaries and benefits increased by \$293,387. This is related to estimated contractual and cost of living increases for CUPE and exempt employees.
- Operating expenses have a net increase of \$101,236. The major drivers of these changes are a \$48,135 increase in corporate insurance (liability), \$39,563 increase in professional services, a \$18,559 increase in communication services, I.S. equipment maintenance costs at \$16,837, miscellaneous, supplies and materials, and personnel related costs increased by \$12,663. These are partially offset with increases of \$34,521 to the Utility Shift.
- Reserve transfers decreased by \$5,000.
- New funding requirements for 2024, includes \$9,575 for an annual zoom webinar license, and \$10,000 for additional clerk support within Finance.

Finance & Technology - Budget Drivers	PLN 2024
Revenue Changes	-1,000
Salary Adjustments	293,387
Operating Expenses	101,236
Reserve Changes	5,000
New Funding Requirements	19,575
Zoom Webinar	9,575
Finance - Clerk Support	10,000
Total	418,198

Department Performance Measures

Finance and Technology



MEASURES IN SUPPORT OF 2023-2026 COUNCIL STRATEGIC PLAN

	2021 Actual	2022 Actual	2023 Actual	2024 Target	Long-Term Target	LT Target Year
Sustainable Core Services						
# Invoices processed	7,354	8,227	8,675	n/a	n/a	n/a
% Purchasing card transactions out of total purchases	3.6%	3.0%	3.4%	n/a	n/a	n/a
# Insurance claims	21	19	21	n/a	n/a	n/a
# Formal tenders, request for proposals, request for standing offers, expression of interest and notice of intent calls processed	29	31	21	n/a	n/a	n/a
# Purchase requisitions and service contracts processed	178	256	247	n/a	n/a	n/a
# Property tax deferrals processed	701	756	799	n/a	n/a	n/a
% Current year taxes outstanding at December 31	1.03%	1.10%	1.04%	1%	1%	n/a
% Tax notices registered for electronic delivery	12.30%	13.70%	15.30%	15%	50%	2035
% Utility notices registered for electronic delivery	10.40%	12.20%	13.4%	13%	50%	2035
\$ Cash and investment portfolio managed that met the City's capital financing and liquidity needs	120M	121M	129M	n/a	n/a	n/a
Canadian Award for Financial Reporting	✓	✓	✓	✓	✓	Ongoing
Distinguished Budget Presentation Award	✓	✓	✓	✓	✓	Ongoing

VIEW THE 2023-2026 COUNCIL STRATEGIC
PLAN AT [PORTMOODY.CA/STRATEGICPLAN](https://portmoody.ca/strategicplan)

Fiscal Services

2024 - 2028 Operating Budget

Fiscal Services

The Fiscal Services Department, which operates as an extension of the Finance Division, is used for financial planning and reporting for items that are corporate in nature. For revenues this includes property tax related revenue, investment income, lease and rental income, miscellaneous revenues and transfers from reserves and funds. For expenses this includes transfers to reserves (often offset with a revenue), debt financing (interest and principal), actuarial and general payroll liabilities and labour expenses, corporate bank charges, and minor miscellaneous and sundry expenses.

Consolidated Budget

Fiscal Services - Budget Summary	PLN 2024	PLN 2025	PLN 2026	PLN 2027	PLN 2028
Revenues	-74,478,314	-75,216,517	-79,239,992	-83,027,039	-86,699,824
Taxes-Real Property	-59,386,788	-62,834,680	-66,225,081	-69,257,407	-72,298,751
Taxes-Private Utility Companies	-419,925	-419,925	-419,925	-419,925	-419,925
Payments in Lieu of tax-federal	-45,000	-45,000	-45,000	-45,000	-45,000
Payments in Lieu of tax-provincial	-1,649,978	-1,649,978	-1,649,978	-1,649,978	-1,649,978
Payments in Lieu of tax-other	-20,000	-20,000	-20,000	-20,000	-20,000
Other Revenue	-1,095,332	-1,095,332	-1,135,332	-1,153,966	-1,153,966
Rev-own sources-investment income	-712,000	-712,000	-712,000	-712,000	-712,000
Transfer from other govt-prov'l unconditional	-186,000	-186,000	-186,000	-186,000	-186,000
Transfer from other govt-prov'l conditional	-170,387	-170,387	-170,387	-170,387	-170,387
Transfer from funds	-229,481	-221,640	-226,614	-227,156	-229,634
Tsf from reserves-operating	-1,442	-610	-615	-631	-556
Tsf from reserves-capital	-10,561,981	-7,860,965	-8,449,060	-9,184,589	-9,813,627
Expenses	19,798,582	18,246,028	20,081,592	22,032,662	23,939,208
Salary and Benefits	96,487	96,534	142,365	118,477	116,216
Sundry	1,559,055	1,565,738	1,540,495	1,430,706	1,435,529
Recoveries	-36,000	-36,000	-36,000	-36,000	-36,000
Tsf to reserves-operating	1,836,428	2,421,922	3,026,456	3,653,013	4,298,013
Tsf to reserves-capital	16,342,612	14,197,834	15,408,276	16,866,466	18,125,449
Total	-54,679,732	-56,970,489	-59,158,400	-60,994,377	-62,760,616

Notable Changes

The 2024 budget drivers of the \$4,275,000 increase are primarily related to:

- An increase of \$4,393,000 in tax revenue to balance the 2024 budget.
- Increases in revenue of \$862,000 primarily attributable to the 2024 growth in the tax base due to non-market changes, and increases in lease, rental and investment revenues.
- Salary and wages adjustments including contingencies, benefit adjustments, and actuarial estimates total \$217,000.
- Reserve changes including the annual increase to the asset reserve and newly approved transfer to Climate Action Implementation Reserve that equals to the annual asset renewal levy.

Fiscal Services - Budget Drivers		PLN 2024
Revenue Changes		-861,544
2024 Growth		-738,000
Misc/Other Revenues		66,007
Grant		-14,551
Lease and Rental		-50,000
Investment Revenue		-125,000
Salary Adjustments		-217,360
Salary and Wages		-236,964
Benefits and Overhead		19,604
Operating Expenses		43,975
Sundry/ Miscellaneous		43,975
Reserve Changes		621,323
Asset Renewal Levy		532,000
Transfer from/to Reserve		89,323
New Funding Requirement City		532,000
Climate Action Implementation		532,000
New Tax Revenue		-4,393,321
New Tax Revenue		-4,393,321
Total		-4,274,927

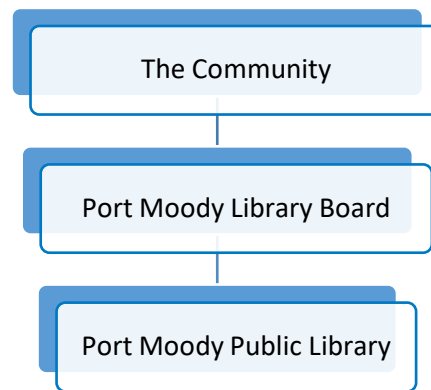
Library

2024 - 2028 Operating Budget

Port Moody Public Library

Port Moody Public Library is responsible to provide resources and services in a variety of media to meet the needs of individuals and groups for the purposes of information, education and personal development including recreation and leisure. As such, the library has an important role in the development and maintenance of a democratic society by giving access to a wide range of knowledge, ideas, and opinions regardless of an individual's situation in life.

According to the Library Act, municipal libraries are governed by a Board of Trustees comprised of Council appointed citizens and one City Councillor. The Library Board oversees the governance of the library by enacting policies and delegates operational responsibility to the Director of Library Services.



Library services include:

- Access to collections in multiple formats for a variety of audiences and abilities including books, magazines, newspapers, and multi-media
- Free library cards
- Information services in-person, by phone, or email
- Literacy services for children, youth, and adults
- Programming and special events for all ages
- Lounge and study space
- Wi-Fi and public internet access
- Access to the collections and services of 18 other library systems through InterLINK
- Access to the collections held in BC public libraries through inter-library loan and the OneCard program

Department Priorities and Key Initiatives

The library is focused on providing excellent customer service to the residents of Port Moody. The priority is to be a welcoming and safe space to access lifelong learning.

In the 2024 Financial Plan, library staff will be focused on implementing a number of key initiatives:

- Create a new strategic plan
- Create a “Library Master Plan”
- Migrating the Integrated Library System (ILS) to a hosted service
- Create a circulating Kobo collection
- Develop a new website

- Improve signage accessibility
- Upgrade the lighting in the Fireside Room
- Enhance the library's collection

Budget Highlights

The 2024 Financial Plan is similar to previous plans. The budget supports the areas discussed above and includes 19.20 FTE employees. There are no new services proposed for the 2024 Financial Plan.

The Library Board is requesting \$2,272,417 municipal support for 2024. The Board is projecting revenue of \$220,438 from various sources. The overall cost to run the library in 2024 will be \$2,492,855.

Labour is a significant cost for the division representing 81% (\$2,013,267) of the total operating budget.

Supplies & Materials which include the overall cost for books, cataloguing and maintenance represents 13% (\$318,829) of the total operating budget.

Equipment (including Lease & Rentals) represents 3.5% (\$88,549) of the total operating budget.

Personnel Services represent 0.07% (\$19,247) of the total operating budget.



2023 White Pines Author Gala

Library - Budget Summary	PLN 2024	PLN 2025	PLN 2026	PLN 2027	PLN 2028
Revenues	-220,438	-221,066	-221,084	-217,292	-215,401
Other Revenue	-63,375	-62,003	-60,121	-58,229	-56,338
Transfer from other govt-prov'l conditional	-99,249	-99,249	-99,249	-99,249	-99,249
Transfer from other govt-capital other	-57,814	-59,814	-59,814	-59,814	-59,814
Tsf from reserves-operating			-1,900		
Expenses	2,492,855	2,554,549	2,611,960	2,651,387	2,702,850
Salary and Benefits	2,013,267	2,064,609	2,114,767	2,148,238	2,191,202
Personnel Services	19,247	19,700	20,086	20,382	20,587
Contracted Services	5,648	6,715	7,513	7,643	8,863
Consulting and Prof Services	50	50	50	50	50
Communications	11,491	11,879	12,100	12,320	12,544
Insurance & Claims	9,303	9,768	10,256	10,769	10,769
Lease & Rentals	16,656	16,656	16,878	16,878	16,878
Equipment under \$5,000	71,893	73,033	69,996	86,037	87,103
Supplies & Materials	318,829	325,422	334,315	336,911	342,476
Sundry	10,520	10,768	10,998	11,210	11,427
Tsf to reserves-operating	950	950		950	950
Tsf to reserves-capital	15,000	15,000	15,000		
Total	2,272,417	2,333,483	2,390,875	2,434,096	2,487,449

Notable Changes

There are three main budgetary drivers:

- Overall revenue is expected to decline by \$18,789 in 2024 due to a reduction in grants and late fines.
- Salaries and benefits will increase by \$94,542. This is related to contractual and cost of living increases for employees, as well as approximately \$6,000 to provide for an additional open hour of service on Sundays in accord with public demand.
- Operating expenses will increase by \$8,516. Most of this increase is due to inflation impacting the collections budget, insurance, advertising and software licensing.

Library - Budget Drivers	PLN 2024
Revenue Changes	-18,789
Salary Adjustments	94,542
Operating Expenses	8,516
Total	84,269

Department Performance Measures

Port Moody Public Library



MEASURES IN SUPPORT OF LIBRARY STRATEGIC DIRECTIONS

	2021 Actual	2022 Actual	2023 Actual	2024 Target	Long-Term Target	LT Target Year
Direction 1 – Raise the profile of the Library in the community						
# In-person visits	119,361	208,262	273,522	300,000	350,000	2029
# Reference questions answered	11,344	13,424	14,978	15,500	16,000	2029
Direction 2 – Revitalize how the Library does business to prepare for a future of growth and change						
# Total checkouts processed (including physical and electronic items)	562,672	570,642	602,015	615,000	700,000	2029
Direction 3 – Provide robust and relevant programming that addresses 21st Century literacy needs						
# Children registered for the annual Summer Reading Club	1,093	1,157	1,458	1,500	1,600	2029
# Programs hosted by the Library (in-person and virtual)	637	1,491	1,001	900	770	2029
# Program participants	27,288	31,249	20,501	22,500	35,000	2029



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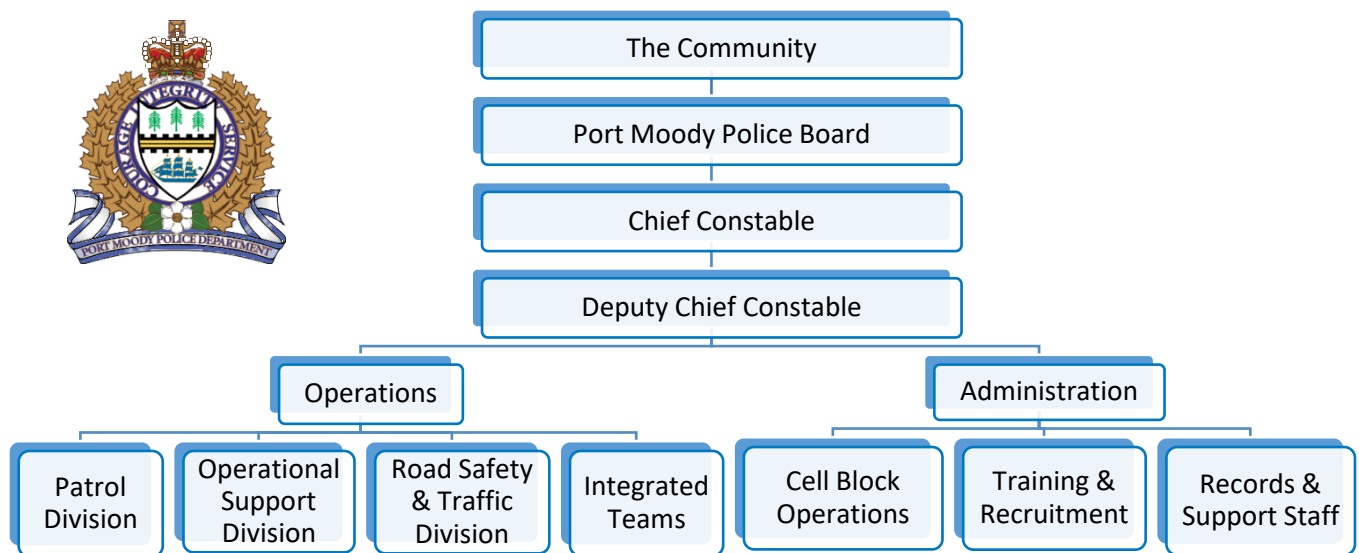
Police

2024 - 2028 Operating Budget

Port Moody Police Department

The Port Moody Police department (PMPD) is established at 53 sworn police members and 18 civilian staff. The department also has several auxiliary civilian staff members and utilize these employees in a part time capacity, as and when required, generally within the Administration Division.

The department is responsible for maintaining order, keeping the public peace, preventing crime, enforcing statutes, investigating provincial and federal laws and enforcing the criminal code of Canada. The department is governed by the Port Moody Police Board. The Police Board, in consultation with the Chief Constable, determines the priorities, goals and objectives of the department. The Police Board also approves all department policy and approves the budget for the PMPD.



The PMPD consists of the following divisions:

Operations (Patrol), responsible for preventing crime and enforcing laws and is the largest and most visible section of the department. Patrol officers work 24/7 and wear a standardized police uniform and drive fully marked police vehicles with some unmarked vehicles in the fleet. Patrol officers respond to every call for service and investigate complaints from the public.

Operations (Support Division), responsible for forming multi-disciplinary teams with police expertise in mental health, youth liaison, and community volunteer programs along with media liaison. The division includes uniformed officers in the Community Services Section (CSS), Major Crime Unit, Community Action Team, a Crime Analyst, and Victim Services.

Operations (Road Safety Unit & Traffic Division), responsible for working with the community to identify problem areas to reduce harm and non-compliance to the Motor Vehicle Act. Members also work with Commercial Vehicle Safety Enforcement officers and the City of Port Moody Engineering department and City By-Law department on citizen complaints and design issues.

Integrated Teams, responsible for highly specialized policing duties. The PMPD participates in regional teams and have members embedded into the regional homicide team (IHIT), the regional police dog team (IPDS), the regional Emergency Response Team (ERT) and also the regional forensic identification service (IFIS). These specialized teams operate throughout the metro Vancouver area. Many of the other independent municipal police agencies also second members to these teams and utilize their expertise when required.

Administration Division, responsible for supporting the entire department utilizing mainly civilian (CUPE) employees who work to manage the operation of the cell block, exhibits, vehicle fleet, file records, transcriptions of statements, court liaison, IT services, finance and human resources. Police members within Administration include Officers on the Senior Management Team along with training, recruitment, and policy coordination.

Department Priorities and Key Initiatives

PMPD IN THE COMMUNITY



PMPD Mascot Chase teaching preschoolers about safety



PMPD Volunteer Bike Patrol Squad



Remembrance Day



PMPD Youth Officer Cst. Dixon addressing elementary school students

The Port Moody Police are responsible for public safety within the City of Port Moody. The department's main priority is crime prevention, the detection and investigation of crime along with enforcement of the criminal and provincial law. The PMPD are heavily involved in responding to and assisting vulnerable populations within the city. Persons affected by untreated mental illness, missing persons, those affected by poverty and homelessness, along with substance use, continues to be complex work for police. Frequently, police interactions with these vulnerable sectors do not relate to any criminal investigation but are related to general social issues.

The PMPD are committed to reducing crime through targeted enforcement of prolific offenders. Police visibility is also a key initiative as it relates to patrols of the Evergreen Extension and within our parks and at community events. Finally, road safety is also a key local priority for the PMPD. This includes the detection of impaired drivers involving alcohol or drugs along with the enforcement of by-laws and the Motor Vehicle Act.

GOAL #1 – A SAFE AND ENGAGED COMMUNITY	
Evolve Policing	Service Excellence
GOAL #2 – A CAPABLE ORGANIZATION	
Engage our People	Strengthen Technology & Policy

Budget Highlights

The 2024-2028 Financial Plan includes the required expenditures to deliver the necessary programs and services to the community. The 2024 budget plan maintains the current level of service for policing in the city. The department faces cost pressures, the majority of which are nondiscretionary in nature.

Proceeds from **traffic fines** represent 69% (\$457,000) of the total police revenues.

Salaries and benefits represent a significant portion of the annual operating expenses at \$11,627,581 (75%). It represents the anticipated salaries and benefits as well as overtime costs for the police members and civilian staff.

Consulting and professional services, 10% (\$1,626,155) of the total operating expenses, consist of quarterly E-Comm dispatch charges, integrated teams, internal audits, and other outsourced police services. E-Comm dispatch fees are increasing 22% in 2024.

Equipment and vehicle expenses represent 6% of the annual operating expenses at \$888,601. This includes prime user fees, maintenance, insurance, and lease costs.

Government payments related to E-Comm for user fees for radio and equipment levy represent 2% (\$275,700) of the annual operating budget.

Recoveries at 2% (\$274,603) of the overall budget consist mainly of transfers to the Facilities department for building maintenance as well as HR services.

All **other operating expenses**, include training and development, firearms, uniforms, communications, janitorial as well as community related represent 5% of the overall operating expenses at \$846,357.

Police - Budget Summary	PLN 2024	PLN 2025	PLN 2026	PLN 2027	PLN 2028
Revenues	-659,381	-663,914	-684,719	-674,791	-655,666
Front Counter Services & Recoveries	-106,510	-106,510	-106,510	-106,510	-106,510
Provincial Traffic Fines	-457,000	-457,000	-457,000	-457,000	-457,000
Provincial Grants	-86,605	-86,739	-86,875	-87,015	-87,156
Tsf from reserves-operating	-9,266	-13,665	-34,334	-24,266	-5,000
Expenses	15,538,998	16,201,861	16,744,546	17,224,547	17,718,968
Salary and Benefits	11,627,581	12,104,817	12,455,866	12,815,416	13,194,362
Personnel Services	323,683	323,629	330,101	359,103	343,436
Contracted Services	81,530	83,121	84,743	86,398	88,086
Consulting and Prof Services	1,626,155	1,723,607	1,856,318	1,878,847	1,944,652
Communications	94,367	96,254	98,180	100,144	102,146
Vehicle expenses (insurance & leases)	123,837	127,810	131,937	136,225	140,682
Equipment (includes vehicle expense)	764,764	816,963	831,279	856,983	881,283
Supplies & Materials	227,373	231,921	236,559	250,291	246,112
Gov't Payments	275,700	294,999	315,649	331,432	348,003
Sundry	101,404	95,192	105,016	96,876	108,773
Recoveries	274,603	281,749	288,432	294,832	301,298
Tsf to reserves-operating	18,000	21,800	10,466	18,000	20,133
Total	14,879,616	15,537,947	16,059,827	16,549,756	17,063,302

Notable Changes

The 2024 Budget has increased by \$1,110,000 over the prior year budget. The increase is primarily related to salaries and benefits which increased by \$579,320, an increase in operating expenses (offset by reserve transfers) of \$432,400 and a decrease in revenue by \$98,280.

Salaries and benefits have increased over the prior year largely due to nondiscretionary items such as the anticipated cost of living increases and benefit increases. A Police Training Sergeant position is being phased in 50% this year to coordinate training requirements and ensure compliance with provincial standards. This position is critical for ensuring our strategic goals of engaging our people and strengthening technology and policy are achieved.

Operating expenses have increased primarily due to an increase in E-Comm dispatch fees and inflationary pressures. The other notable increases include police recruit training costs at the Justice Institute, policy review and funding for the reserve constable program.

Revenues have decreased as a result of a reduction in the Provincial grant for traffic fine revenues.

Police - Budget Drivers		PLN 2024
Revenue deduction – Grant		98,283
Salary and Benefit increase		477,061
Operating Expense increase (offset by transfers to/from reserves)		387,405
New Funding Requirements		147,258
Police Training Sergeant (Phase in over two years)		102,258
Ongoing Policy Review		20,000
Reserve Constable Program		25,000
Total		1,110,007

Section Five

2024-2028

Utility Budget



Photo by Joep Olthuis

2024 Utility Budget Highlights

Supplying safe drinking water, ensuring the management of sanitary sewage and rainwater, and the delivery of solid waste collection are essential services provided by the City's Utilities. The City's water, sewer and drainage infrastructure has been designed and built over a period of more than 100 years. Today, the environment in which this infrastructure operates is rapidly changing. The City's infrastructure is aging and is in need of renewal, while pressures from population growth and climate change are generating increasing need for services. Climate change is disproportionately affecting the City's water and wastewater services with extreme heat, storms and sea level rise causing infrastructure damage, and exacerbating droughts, urban heat and flooding.

Community values and expectations regarding water quality, public safety, environmental protection, healthy ecosystems and livability are evolving. To maintain the Utilities' mandate of providing excellent water, sewer and drainage, and solid waste services to the public, it is critical to envision and plan for these services to be integrated, resourceful, equitable and resilient.

Pressures due to aging infrastructure, population growth, climate change and changing regulations require the utilities to plan and manage services in new ways. The Water Utility operates a water distribution system supplied with high-quality drinking water from Metro Vancouver. The Utility strives to maintain a high level of reliability and energy efficiency. The water distribution system, valued at an estimated replacement cost of \$153 million, typically distributes a total of more than 5 million cubic metres of water to customers each year and is made up of:

- Over 120 kilometres of underground pipes
- 3 reservoirs
- 2 re-chlorination stations
- 3 pump stations, and
- 5 pressure reducing valve stations

The Sewer Utility operates a wastewater collection system that conveys municipal and industrial wastewater to Metro Vancouver's wastewater treatment plants. The safe and efficient operation of our wastewater collection system protects public health, property, and the environment. The wastewater collection system, valued at an estimated replacement cost of \$173 million, is made up of 4 lift stations and over 118 kilometres of underground pipes.

The Drainage Utility conveys rainfall runoff to the environment and prevents damage to property and infrastructure, with an estimated replacement cost of \$157 million.

The Water, Sanitary Sewer, and Solid Waste utilities that operate primarily on a 'user pay' basis through the collection of fees from the users. The fourth utility, storm drainage, is a service that is not directly attributed to a particular household, and is therefore based on assessed value and collected through taxation, rather than through a user fee. Each of these utilities generates enough revenues to offset the expenditures and is financially self-balancing.

Once the provisional Utility budgets and corresponding fees are approved by the Finance Committee, they are included in the annual Fees Bylaw, which was presented to Council in November 2023. Capital projects for the Utilities were presented with the General Fund in November 2023. Final adjustments were required to balance the funds and ensure capital and operating reserve transfers were completed. The Utility budgets are incorporated into the City's Five-Year Financial Plan Bylaw.

The Five-Year Financial Plan for the Utilities, was prepared in accordance with the City's 2024 Financial Plan Guidelines. The financial plan allows for the same level of service in 2024 as in 2023 and does not include any new services for 2024.

The overall proposed utility budgets total \$21,846,000 for 2024. The main drivers of the proposed \$1,335,000 increase for 2024 are Metro Vancouver (MV) charges; labour and benefits; transfers to capital reserves; and operating expenses (vehicles, utility shift, supplies and materials, and contracted services).

Prior to 2022, all residents paid the same flat rate for water and sewer services regardless of housing type. In 2022, the city implemented a new tiered structure for water and sewer services, with different rates depending on housing type. This change was introduced by City Council with the goal of distributing costs in a more equitable way.

The tiered structure means some residents will pay less and some will pay more, depending on housing type. Although the number of people per household can vary, changes to rates were determined based on the estimated average number of occupants for each housing type.

Council also created a new, discounted classification for not-for-profit organizations (previously limited to churches) operating in Port Moody and set water and sewer rates for housing run by nongovernmental organizations to be in the lowest tier (along with secondary suites and laneway homes).

Projects in the Capital Plan are organized by departments. Each department contains a summary sheet and a full project listing. Projects are ranked with the following criteria, as outlined in the 2024 Budget Guidelines, which was used to prioritize project submissions. This is consistent with previous years. Further details of the 2024-2028 Capital Plan are shown by Department and are categorized by their alignment to the four strategic priority areas in Strategic Plan and prioritization.

Additional details on the City's Utilities and Utility billings can be found at www.PortMoody.ca/Utilities.

Executive Summary 2024	Utilities								(Favourable)/ Unfavourable Totals
	336 - Garbage	337 - Recycling	357 - Green Waste	358 - Glass Recycling	Solid Waste	Sanitary Sewer	Drainage	Water	
2023 Approved Budget	0	0	0	0	0	0	0	0	0
Interdepartmental Transfers / Adjustments									
2024 Adjusted Budget	0	0	0	0	0	0	0	0	0
Revenue Changes									
User Fees	-82,788	-93,958	-117,213	10,292	-283,667	-821,778	-84,279	-144,991	-1,334,715
Other Revenue	4,474	5,224	7,474	1,868	19,040	5,527	3,236	14,692	42,495
Revenue Changes Total	-78,314	-88,734	-109,739	12,160	-264,627	-816,251	-81,043	-130,299	-1,292,220
Salary Adjustments									
Salary and Wages	11,285	11,968	14,019	-7,892	29,380	16,082	-17,382	10,661	38,741
Overhead and Benefits	3,382	3,761	4,903	-7,423	4,623	9,506	-12,900	-7,148	-5,919
Salary Adjustments Total	14,667	15,729	18,922	-15,315	34,003	25,588	-30,282	3,513	32,822
Operating Expenses									
Communications	2,072	97	151	76	2,396	-3,000		3,074	2,470
Contracted Services		5,815			5,815	18,125	344	28,585	52,869
Insurance and Claims	201	201	201	201	804	2,447	145	5,995	9,391
Lease and Rentals						500	551	1,850	2,901
Metro Vancouver						622,623	4,618	-39,333	587,908
Miscellaneous						480		28	508
Personnel - Training, Prof. Dues	97	97	97		291	-1,268		-3,253	-4,230
Professional Services	37	35	62		134	-13,693		616	-12,943
Supplies and Materials	675	759	1,086		2,520	9,728	-1,383	-8,750	2,115
Utilities (i.e Hydro & Gas)						3,096		25,069	28,165
Vehicle Charges	26,671	32,105	47,026	2,877	108,679	6,609	7,894	11,206	134,388
Utility Shift	31,030	31,030	41,374		103,434	47,766		26,500	177,700
Operating Expenses Total	60,783	70,139	89,997	3,154	224,073	693,413	12,169	51,587	981,242
Reserve Changes									
Reserve Transfers	2,865	2,865	819		6,549	97,251	99,155	75,200	278,155
Reserve Changes Total	2,865	2,865	819		6,549	97,251	99,155	75,200	278,155
Budget Submitted	0	0	0	0	0	0	0	0	0

Drainage

2024 - 2028 Operating Budget

Drainage

The Drainage reserve saw a significant increase in annual funding beginning in 2020 to balance the reserve and address the shortfall identified in the City's Asset Management Plan, which indicates that an annual investment of approximately \$1,600,000 (based on 2013 figures) is required for storm drainage infrastructure replacement and maintenance.

The significant increase will allow for implementation in future years of the Moody Centre storm drainage improvements as identified in the Moody Centre Stormwater Management Servicing Plan and endorsed by Council on September 17, 2019 (CW19/136). This will also support anticipated future capital work as City Integrated Stormwater Management Plans for remaining watersheds are completed and as the City continues work towards a natural asset management program.

Transfers to the Drainage Capital reserve are proposed to increase by \$99,000 or 7.9% to \$1,342,000, which will be used to fund capital replacement and renewal projects related to the City's drainage infrastructure.

Salary and wages, including benefits, are decreasing by \$30,000 to better reflect the utility's utilization of public works staff.

Vehicle charges are increasing by \$8,000. This represents the Drainage Utility's share of vehicle resources pooled under the Operations Division. This includes increases related to replacement provision, fuel, maintenance, and garage charges.

MV levies the sewer and drainage together as part of the sewer and drainage district. Metro Vancouver's Greater Vancouver Sewer and Drainage District (GVS&DD) levy is preliminarily approved to increase by approximately 21.1% overall. However, the percentage allocated the drainage utility has been adjusted slightly from 14% to 13%. As a result, the total 2024 Metro Vancouver levy increases by \$5,000 to \$472,000 in the 2024 budget.

As drainage is funded by taxation, and as we have not received the final assessments from BC Assessment Authority, the exact increase to the average homeowner cannot be determined at this time; however, based on the 2024 average residential assessed value of \$1,270,000, it is projected that the drainage rates would increase slightly from \$107 (2023) to \$108 in 2024 for the average residential dwelling. This represents a \$1 or 0.9% increase.



Consolidated Budget

Drainage - Budget Summary	PLN 2024	PLN 2025	PLN 2026	PLN 2027	PLN 2028
Revenues	-2,229,047	-2,405,647	-2,562,521	-2,711,543	-2,869,900
Sewer Utility Fees and Charges	-2,161,267	-2,338,244	-2,492,926	-2,639,438	-2,796,275
Transfer from other govt-capital other	-59,942	-63,141	-65,467	-67,288	-68,927
Tsf from reserves-capital	-7,838	-4,262	-4,127	-4,817	-4,697
Expenses	2,229,047	2,405,647	2,562,521	2,711,543	2,869,899
Salary and Benefits	205,254	210,598	214,827	218,321	222,070
Contracted Services	17,529	17,880	18,237	18,602	18,974
Insurance & Claims	3,014	3,164	3,322	3,489	3,489
Lease & Rentals	1,291	1,317	1,343	1,370	1,398
Equipment under \$5,000	152,734	163,851	171,672	177,707	182,905
Supplies & Materials	17,537	18,394	18,938	19,499	20,077
Gov't Payments	471,875	533,690	577,453	614,987	663,571
Recoveries	9,928	10,192	10,391	10,569	10,775
Transfer to Funds	7,838	4,262	4,127	4,817	4,697
Tsf to reserves-capital	1,342,047	1,442,300	1,542,209	1,642,181	1,741,944
Total	0	0	0	0	0

Notable Changes

Drainage - Budget Drivers	PLN 2024
Revenue Changes	-81,043
Salary Adjustments	-30,282
Operating Expenses	12,170
Reserve Changes	99,155
Total	0

City of Port Moody

Drainage Rates 2024 - 2028

	BUD 2023			PLN 2024			PLN 2025			PLN 2026			PLN 2027			PLN 2028		
	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue
Drainage	19,411	\$ 107	\$ 2,076,977	20,000	108	\$ 2,160,000	20,000	117	\$ 2,340,000	20,000	125	\$ 2,500,000	20,000	132	\$ 2,640,000	20,000	140	\$ 2,800,000
Revenue Total			2,076,978			2,160,001			2,340,001			2,500,001			2,640,001			2,800,001
Per Operating Budget			2,076,988			2,161,267			2,338,244			2,492,926			2,639,438			2,796,275
\$ Change - Revenue						21,266			178,243			152,925			139,437			156,274
% Change - Revenue						1.02%			8.25%			6.54%			5.58%			5.92%
Rate Over/(Shortfall)			-10			-1,266			1,757			7,075			563			3,726
\$1 of rate increase generates			19,412			20,001			20,001			20,001			20,001			20,001

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Sanitary Sewer

2024 - 2028 Operating Budget

Sanitary Sewer

Metro Vancouver's Greater Vancouver Sewer and Drainage District (GVS&DD) levy is estimated to increase by approximately 24.8% or \$623,000 for a 2024 levy of \$3,133,000. MV levies the sewer and drainage together as part of the sewer and drainage district. 87% of the total GVS&DD levy is attributed to sewer and 13% to drainage.

Transfers to the Sewer Capital reserve is increasing by \$97,000 to \$2,000,000 which represents a 5% increase to the reserve contribution over 2023 and will be used to fund capital replacement and renewal projects related to the City's sewer infrastructure. A focus Sewer capital projects in coming years will be addressing Inflow and Infiltration as MV will begin implementation of wet weather sewage utility pricing which will increase fees for municipalities with higher-than-average Inflow and Infiltration volumes.

Salary and wages, including benefits, are increasing by 4.4% or \$25,000 as a result of increases in the cost of employee benefits and projected contractual salary increases.

The internal administration (utility shift) charged to the Sewer utility is increasing by 11% or \$78,000 over 2023. This charge is reviewed annually and set at an appropriate level for the internal City resources and services the utility uses.

Supplies and Materials are increasing by \$10,000 to \$34,000 which represents a 40% increase over 2023.

Vehicle charges are increasing by \$7,000. This represents the Sewer Utility's share of vehicle resources pooled under the Operations Division. This includes increases related to replacement provision, fuel, maintenance, and garage charges.

Several accounts have been adjusted through the 2024 budget process to better reflect future expense estimates. This has occurred throughout accounts and cost centres in the Sewer utility. These changes are summarized as operating expense changes on the utility executive summary and total \$16,500.

For users whose sewage output is metered, volume is based on meter readings. For users whose sewage output is not metered, volume is deemed to be 80% of water consumed each billing period. Charges for sewage volume produced are proposed to increase by 12.39% from \$2.61 per 100ft³ to \$2.93 to reflect the same increase as the proposed sewer annual flat fee.



Melrose Creek Sanitary Support

Consolidated Budget

Sanitary Sewer - Budget Summary	PLN 2024	PLN 2025	PLN 2026	PLN 2027	PLN 2028
Revenues	-6,924,054	-7,483,628	-7,920,994	-8,318,258	-8,794,243
Other Revenue	-7,434	-6,797	-7,126	-8,465	-8,718
Sewer Utility Fees and Charges	-6,766,949	-7,330,706	-7,767,968	-8,163,433	-8,638,697
Rev-own sources-investment income	-120,000	-120,000	-120,000	-120,000	-120,000
Tsf from reserves-capital	-29,671	-26,125	-25,900	-26,360	-26,828
Expenses	6,924,054	7,483,628	7,920,994	8,318,258	8,794,243
Salary and Benefits	574,187	588,966	600,591	612,073	624,036
Personnel Services	4,625	4,718	4,812	4,908	5,006
Contracted Services	57,930	60,690	62,463	64,290	66,170
Consulting and Prof Services	510	520	531	541	552
Utilities	15,995	16,426	16,870	17,326	17,793
Communications	3,000	3,000	3,000	3,000	3,000
Insurance & Claims	62,779	65,348	68,045	70,878	70,878
Lease & Rentals	3,650	3,650	3,650	3,650	3,650
Equipment under \$5,000	127,875	137,183	143,731	148,784	153,136
Supplies & Materials	34,414	35,888	36,881	37,902	38,952
Gov't Payments	3,136,242	3,546,777	3,837,425	4,086,703	4,409,352
Sundry	8,480	8,904	9,171	9,446	9,730
Recoveries	785,846	804,855	820,930	834,071	849,982
Transfer to Funds	108,698	106,888	108,089	109,641	111,209
Tsf to reserves-capital	1,999,823	2,099,814	2,204,805	2,315,045	2,430,797
Total	0	0	0	0	0

Notable Changes

Sanitary Sewer - Budget Drivers	PLN 2024
Revenue Changes	-816,251
Salary Adjustments	25,588
Operating Expenses	693,413
Reserve Changes	97,250
Total	0

City of Port Moody

Sewer Rates 2024 - 2028

	BUD 2023			PLN 2024			PLN 2025			PLN 2026			PLN 2027			PLN 2028		
	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue
Single Family	4,856	\$ 438	\$ 2,126,928	4,854	492	\$ 2,388,168	4,854	536	\$ 2,601,744	4,854	571	\$ 2,771,634	4,854	603	\$ 2,926,962	4,854	642	\$ 3,116,268
Townhouse	3,512	\$ 413	\$ 1,450,456	3,542	464	\$ 1,643,488	3,542	506	\$ 1,792,252	3,542	539	\$ 1,909,138	3,542	570	\$ 2,018,940	3,542	606	\$ 2,146,452
Condo	5,244	\$ 277	\$ 1,452,588	5,726	311	\$ 1,780,786	5,726	339	\$ 1,941,114	5,726	361	\$ 2,067,086	5,726	381	\$ 2,181,606	5,726	405	\$ 2,319,030
Laneway House	12	\$ 211	\$ 2,532	15	237	\$ 3,555	15	258	\$ 3,870	15	275	\$ 4,125	15	291	\$ 4,365	15	310	\$ 4,650
Secondary Suites	414	\$ 211	\$ 87,354	421	237	\$ 99,777	421	258	\$ 108,618	421	275	\$ 115,775	421	291	\$ 122,511	421	310	\$ 130,510
NFP Housing	129	\$ 211	\$ 27,219	129	237	\$ 30,573	129	258	\$ 33,282	129	275	\$ 35,475	129	291	\$ 37,539	129	310	\$ 39,990
Office	183	\$ 472	\$ 86,376	184	530	\$ 97,520	184	578	\$ 106,352	184	616	\$ 113,344	184	651	\$ 119,784	184	693	\$ 127,512
Restaurant	21	\$ 811	\$ 17,031	22	911	\$ 20,042	22	993	\$ 21,846	22	1,058	\$ 23,276	22	1,118	\$ 24,596	22	1,189	\$ 26,158
Service Stns (Garage)	6	\$ 811	\$ 4,866	6	911	\$ 5,466	6	993	\$ 5,958	6	1,058	\$ 6,348	6	1,118	\$ 6,708	6	1,189	\$ 7,134
Private Club	0	\$ 472	\$ 0	0	530	\$ 0	0	578	\$ 0	0	616	\$ 0	0	651	\$ 0	0	693	\$ 0
Not for Profit	6	\$ 472	\$ 2,832	7	530	\$ 3,710	7	578	\$ 4,046	7	616	\$ 4,312	7	651	\$ 4,557	7	693	\$ 4,851
Unclassified	8	\$ 472	\$ 3,776	14	530	\$ 7,420	14	578	\$ 8,092	14	616	\$ 8,624	14	651	\$ 9,114	14	693	\$ 9,702
Non-Port Moody Residential	50	\$ 257	\$ 12,850	50	289	\$ 14,450	50	315	\$ 15,750	50	336	\$ 16,800	50	355	\$ 17,750	50	378	\$ 18,900

Revenue Total	5,274,809	6,094,956	6,642,925	7,075,938	7,474,433	7,951,158
Per Operating Budget	5,258,171	6,079,949	6,643,706	7,080,968	7,476,433	7,951,697
\$ Change - Revenue		653,415	548,750	438,043	400,495	477,264
% Change - Revenue		12.39%	9.00%	6.59%	5.66%	6.39%
Rate Over/(Shortfall)	16,638	15,007	-781	-5,030	-2,000	-539
\$1 of rate increase generates	14,442	14,971	14,971	14,971	14,971	14,971

Solid Waste

2024 - 2028 Operating Budget

Solid Waste

The Solid Waste Utility is broken up into Garbage, Recycling, Green Waste, and Glass. Each function is self-balancing (revenues/fees equal expenses) and has a separate rate. Overall, the Solid Waste fees is expected to increase \$32 or 7.27% to \$472 for 2024. A current focus of the Solid Waste Utility is on reducing the level of contamination in the recycled materials the City collects to more closely meet RecycleBC targets for single stream processors.

Vehicle charges are increasing by 10% or \$109,000. This includes operating expenses (fuel, insurance, maintenance) and the annual replacement provision. The Solid Waste vehicles are operated four to five days a week, up to ten hours per day. They are operated throughout their collection routes within the City, an area with challenging terrain, as well as on the highway in order to deposit loads of refuse, organic waste, and recycling. Due to their regularly-scheduled use and direct link to residential service levels, it is imperative that they function at full capacity.

The internal administration charged to the Solid Waste utility is being increased in 2024 by 19.6% or \$103,000. This charge is reviewed annually and set at an appropriate level for the resources and services the utility utilizes.

Salary and wages are increasing by \$34,000. This is primarily driven by projected increases in the cost of employee benefits and contracted salary increases.

Several accounts have been adjusted through the 2024 budget process to better reflect future expense estimates. This has occurred throughout accounts and cost centres in the Solid Waste utility. These changes are summarized as operating expense changes on the utility executive summary and total \$12,000.



	Recycling is collected bi-weekly (every two weeks).
	Recycling is picked up on Wednesdays if there is a stat holiday (<i>shaded in grey</i>) during a collection week.
	If the City is your service provider, garbage and green waste are still collected weekly.
	Curb your carts between 5:30– 7:30am on your collection day.
	No plastic bags should go in recycling.
	Leave at least one arm's length of space between carts.

Consolidated Budget

Solid Waste - Budget Summary	PLN 2024	PLN 2025	PLN 2026	PLN 2027	PLN 2028
Revenues	-3,826,442	-3,952,242	-4,042,659	-4,112,583	-4,181,698
Sale of services-environmental health	-3,805,837	-3,952,132	-4,042,525	-4,112,306	-4,181,407
Other Revenue	-153	-110	-134	-277	-292
Tsf from reserves-capital	-20,452				
Expenses	3,826,442	3,952,242	4,042,659	4,112,583	4,181,698
Salary and Benefits	854,931	876,767	894,268	911,562	929,518
Personnel Services	14,801	15,097	15,399	15,707	16,021
Contracted Services	582,101	582,667	583,244	583,832	584,432
Consulting and Prof Services	6,853	6,991	7,130	7,273	7,418
Communications	29,756	30,161	30,575	30,998	31,428
Insurance & Claims	38,505	39,999	41,555	42,947	43,414
Equipment under \$5,000	1,185,304	1,268,953	1,325,417	1,368,205	1,404,049
Supplies & Materials	24,320	25,255	25,102	23,794	23,738
Gov't Payments	274,500	274,500	274,500	274,500	274,500
Sundry	36,000	36,000	36,000	36,000	36,000
Recoveries	662,857	679,339	692,956	701,253	714,667
Tsf to reserves-operating	10,000	10,000	10,000	10,000	10,000
Tsf to reserves-capital	106,513	106,513	106,513	106,513	106,513
Total	0	0	0	0	0

Notable Changes

Solid Waste - Budget Drivers	PLN 2024
Revenue Changes	-264,627
Salary Adjustments	-34,005
Operating Expenses	224,073
Reserve Changes	6,549
Total	0

City of Port Moody

Garbage Rates 2024 - 2028

	BUD 2023			PLN 2024			PLN 2025			PLN 2026			PLN 2027			PLN 2028		
	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue
Per Single Family or Two Family Dwelling Per Unit	4,977	\$ 119	\$ 592,263	4,912	129	\$ 633,648	4,912	133	\$ 653,296	4,912	136	\$ 668,032	4,912	138	\$ 677,856	4,912	140	\$ 687,680
Per SFD or 2 SFD Per Unit: (240L Cart)	1,790	\$ 206	\$ 368,740	1,861	222	\$ 413,142	1,861	229	\$ 426,169	1,861	234	\$ 435,474	1,861	238	\$ 442,918	1,861	242	\$ 450,362
Per Res MFD	0	\$ 119	\$ 0	0	129	\$ 0	0	133	\$ 0	0	136	\$ 0	0	138	\$ 0	0	140	\$ 0
Per ICI Premises: (120L Cart)	19	\$ 178	\$ 3,382	17	192	\$ 3,264	17	198	\$ 3,366	17	203	\$ 3,451	17	206	\$ 3,502	17	209	\$ 3,553
Per ICI Premises: (240L Cart)	74	\$ 310	\$ 22,940	69	335	\$ 23,115	69	346	\$ 23,874	69	354	\$ 24,426	69	360	\$ 24,840	69	366	\$ 25,254
Revenue Total			987,326			1,073,170			1,106,706			1,131,384			1,149,117			1,166,850
Per Operating Budget			988,568			1,071,356			1,109,340			1,132,258			1,149,799			1,167,379
\$ Change - Revenue						79,045			36,170			25,552			18,415			18,262
% Change - Revenue						8.01%			3.37%			2.31%			1.63%			1.59%
Rate Over/(Shortfall)			-1,242			1,814			-2,634			-874			-682			-529
\$1 of rate increase generates			6,861			6,860			6,860			6,860			6,860			6,860

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City of Port Moody

Glass Rates 2024 - 2028

	BUD 2023			PLN 2024			PLN 2025			PLN 2026			PLN 2027			PLN 2028		
	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue
Per Single Family or Two Family Dwelling Per Ur	4,844	\$ 14	\$ 67,816	4,845	13	\$ 62,985	4,845	14	\$ 67,830	4,845	14	\$ 67,830	4,845	14	\$ 67,830	4,845	15	\$ 72,675
Per MFD with Cart	1,674	\$ 14	\$ 23,436	1,678	13	\$ 21,814	1,678	14	\$ 23,492	1,678	14	\$ 23,492	1,678	14	\$ 23,492	1,678	15	\$ 25,170
Per MFD Centralized	5,735	\$ 8	\$ 45,880	5,671	7	\$ 39,697	5,671	7	\$ 39,697	5,671	7	\$ 39,697	5,671	7	\$ 39,697	5,671	7	\$ 39,697
Per ICI Premises: (240L Cart)		\$ 0			0			0			0			0			0	
Per ICI Premises: (360L Cart)		\$ 0			0			0			0			0			0	
Revenue Total			137,133			124,497			131,020			131,020			131,020			137,543
Per Operating Budget			136,058			125,766			129,507			132,335			134,790			137,112
\$ Change - Revenue						-10,925			5,010			1,315			3,770			6,092
% Change - Revenue						-7.97%			4.02%			1.00%			2.88%			4.65%
Rate Over/(Shortfall)			1,075			-1,269			1,513			-1,315			-3,770			431
\$1 of rate increase generates			12,254			12,195			12,195			12,195			12,195			12,195

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City of Port Moody

Green Waste Rates 2024 - 2028

	BUD 2023			PLN 2024			PLN 2025			PLN 2026			PLN 2027			PLN 2028		
	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue
Per Single Family or Two Family Dwelling Per Ur	4,844	\$ 258	\$ 1,249,752	4,845	277	\$ 1,342,065	4,845	288	\$ 1,395,360	4,845	294	\$ 1,424,430	4,845	299	\$ 1,448,655	4,845	304	\$ 1,472,880
Per MFD (with cart)	1,681	\$ 129	\$ 216,849	1,685	139	\$ 234,215	1,685	144	\$ 242,640	1,685	147	\$ 247,695	1,685	150	\$ 252,750	1,685	152	\$ 256,120
Per MFD Centralized*	926	\$ 52	\$ 48,152	925	56	\$ 51,800	925	58	\$ 53,650	925	59	\$ 54,575	925	60	\$ 55,500	925	61	\$ 56,425
Per ICI Premises: (240L Cart)	24	\$ 258	\$ 6,192	28	277	\$ 7,756	28	288	\$ 8,064	28	294	\$ 8,232	28	299	\$ 8,372	28	304	\$ 8,512
Per ICI Premises: (360L Cart)	0	\$ 0	\$ 0	0	0	\$ 0	0	0	\$ 0	0	0	\$ 0	0	0	\$ 0	0	0	\$ 0
Revenue Total			1,520,946			1,635,837			1,699,715			1,734,933			1,765,278			1,793,938
Per Operating Budget			1,520,038			1,637,251			1,698,153			1,735,758			1,764,626			1,793,114
\$ Change - Revenue						114,551			62,316			36,043			29,693			27,836
% Change - Revenue						7.53%			3.81%			2.12%			1.71%			1.58%
Rate Over/(Shortfall)			908			-1,414			1,562			-825			652			824
\$1 of rate increase generates			7,476			7,484			7,484			7,484			7,484			7,484

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City of Port Moody

Recycling Rates 2024 - 2028

	BUD 2023			PLN 2024			PLN 2025			PLN 2026			PLN 2027			PLN 2028		
	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue
Per Single Family or Two Family Dwelling Per Ur	4,844	\$ 49	\$ 237,356	4,846	53	\$ 256,838	4,846	57	\$ 276,222	4,846	59	\$ 285,914	4,846	61	\$ 295,606	4,846	63	\$ 305,298
Per MFD with Cart	1,673	\$ 49	\$ 81,977	1,677	53	\$ 88,881	1,677	57	\$ 95,589	1,677	59	\$ 98,943	1,677	61	\$ 102,297	1,677	63	\$ 105,651
Per MFD Centralized	5,735	\$ 31	\$ 177,785	5,671	33	\$ 187,143	5,671	36	\$ 204,156	5,671	37	\$ 209,827	5,671	38	\$ 215,498	5,671	40	\$ 226,840
Per ICI Premises: (240L Cart)	29	\$ 192	\$ 5,568	28	206	\$ 5,768	28	222	\$ 6,216	28	231	\$ 6,468	28	240	\$ 6,720	28	250	\$ 7,000
Per ICI Premises: (360L Cart)	89	\$ 286	\$ 25,454	90	307	\$ 27,630	90	330	\$ 29,700	90	343	\$ 30,870	90	357	\$ 32,130	90	371	\$ 33,390
Revenue Total			528,141			566,261			611,884			632,023			652,252			678,180
Per Operating Budget			533,505			565,919			609,588			636,630			657,548			678,258
\$ Change - Revenue						39,374			43,327			24,746			25,525			26,006
% Change - Revenue						7.46%			7.65%			4.04%			4.04%			3.99%
Rate Over/(Shortfall)			-5,364			342			2,296			-4,607			-5,296			-78
\$1 of rate increase generates			12,371			12,313			12,313			12,313			12,313			12,313

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Water

2024 - 2028 Operating Budget

Water

The water charge, levied by the Greater Vancouver Water District (GVWD), is estimated to decrease by approximately 0.81% or \$40,000 for 2024. The limited increase is primarily due to reduced estimates in annual water consumption.

Transfers to the Water Capital reserve are increasing by \$75,000 to \$1,552,000. This represents a 5.0% increase over 2023 and will be used to fund capital replacement and renewal projects related to the City's water infrastructure.

The internal administration (utility shift) charged to the Water utility is increasing by \$26,500 over 2023. This charge is reviewed annually and set at an appropriate level for the internal City resources and services the utility uses.

Contracted and Professional services are increasing by \$30,000 (19.2% over 2023) to \$185,000 and have been reviewed and updated to better reflect projected expenditures.

Utilities, primarily BC Hydro, are increasing by \$25,000 to \$182,000, an increase of 16% over 2023.

Vehicle charges are increasing by \$11,000 to \$217,000, an increase of 5.3% over 2023 as a result of inflationary increases to fuel, insurance, maintenance, and replacement provisions.

Salary and wages, including benefits, are increasing slightly by \$3,500 primarily as a result of adjustments to the overhead and benefits.

The Water Utility's share of insurance is increasing by \$6,000 to \$74,000 representing an 8.8% increase over 2023 due to hardening liability and property insurance markets.

Total metered revenue has remained unchanged at \$1,300,000. For users whose water service is metered, charges are proposed to decrease by 0.88% from \$3.29 per 100ft³ to \$3.26 to reflect the same increase as the proposed water annual flat fee.



Consolidated Budget

Water - Budget Summary	PLN 2024	PLN 2025	PLN 2026	PLN 2027	PLN 2028
Revenues	-8,872,594	-9,434,383	-9,924,417	-10,274,662	-10,599,072
Other Revenue	-2,922	-2,172	-2,408	-3,653	-3,809
Water Utility Fees and Charges	-8,713,675	-9,284,724	-9,773,993	-10,122,454	-10,446,159
Rev-own sources-investment income	-120,000	-120,000	-120,000	-120,000	-120,000
Tsf from reserves-capital	-35,997	-27,487	-28,015	-28,554	-29,104
Expenses	8,872,594	9,434,383	9,924,417	10,274,661	10,599,072
Salary and Benefits	911,682	935,081	953,667	971,677	990,415
Personnel Services	7,952	8,111	8,274	8,439	8,608
Contracted Services	143,884	146,567	148,956	151,399	153,896
Consulting and Prof Services	41,416	42,045	42,685	43,339	44,006
Utilities	182,036	186,951	191,999	197,183	197,183
Communications	13,174	13,279	13,358	13,428	13,501
Insurance & Claims	85,309	89,025	92,926	97,023	97,023
Lease & Rentals	2,000	2,000	2,000	2,000	2,000
Equipment under \$5,000	216,814	232,596	243,698	252,265	259,643
Supplies & Materials	115,535	116,559	117,552	118,566	119,600
Gov't Payments	4,852,768	5,276,701	5,627,670	5,840,445	6,030,025
Sundry	11,416	11,444	11,473	11,503	11,533
Recoveries	626,029	641,043	653,842	663,640	676,143
Transfer to Funds	110,556	103,358	105,213	107,096	109,006
Tsf to reserves-capital	1,552,021	1,629,622	1,711,104	1,796,659	1,886,492
Total	0	0	0	0	0

Notable Changes

Water - Budget Drivers	PLN 2024
Revenue Changes	-130,300
Salary Adjustments	3,513
Operating Expenses	51,587
Reserve Changes	75,200
Total	0

City of Port Moody

Water Rates 2024 - 2028

	BUD 2023			PLN 2024			PLN 2025			PLN 2026			PLN 2027			PLN 2028		
	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue	Units	Rate	Revenue
Single Family	4,865	\$ 603	\$ 2,933,595	4,863	598	\$ 2,908,074	4,863	644	\$ 3,131,772	4,863	684	\$ 3,326,292	4,863	713	\$ 3,467,319	4,863	739	\$ 3,593,757
Townhouse	3,512	\$ 565	\$ 1,984,280	3,542	560	\$ 1,983,520	3,542	603	\$ 2,135,826	3,542	640	\$ 2,266,880	3,542	667	\$ 2,362,514	3,542	691	\$ 2,447,522
Condo	5,244	\$ 378	\$ 1,982,232	5,726	375	\$ 2,147,250	5,726	404	\$ 2,313,304	5,726	429	\$ 2,456,454	5,726	447	\$ 2,559,522	5,726	463	\$ 2,651,138
Laneway House	12	\$ 288	\$ 3,456	15	285	\$ 4,275	15	307	\$ 4,605	15	326	\$ 4,890	15	340	\$ 5,100	15	352	\$ 5,280
Secondary Suites	414	\$ 288	\$ 119,232	421	285	\$ 119,985	421	307	\$ 129,247	421	326	\$ 137,246	421	340	\$ 143,140	421	352	\$ 148,192
NFP Housing	129	\$ 288	\$ 37,152	129	285	\$ 36,765	129	307	\$ 39,603	129	326	\$ 42,054	129	340	\$ 43,860	129	352	\$ 45,408
Office	183	\$ 603	\$ 110,349	184	598	\$ 110,032	184	644	\$ 118,496	184	684	\$ 125,856	184	713	\$ 131,192	184	739	\$ 135,976
Restaurant	21	\$ 1,294	\$ 27,174	22	1,283	\$ 28,226	22	1,382	\$ 30,404	22	1,468	\$ 32,296	22	1,529	\$ 33,638	22	1,585	\$ 34,870
Service Stns (Garage)	6	\$ 1,294	\$ 7,764	6	1,283	\$ 7,698	6	1,382	\$ 8,292	6	1,468	\$ 8,808	6	1,529	\$ 9,174	6	1,585	\$ 9,510
Private Club	0	\$ 603	\$ 0	0	598	\$ 0	0	644	\$ 0	0	684	\$ 0	0	713	\$ 0	0	739	\$ 0
Not for Profit	6	\$ 325	\$ 1,950	7	322	\$ 2,254	7	347	\$ 2,429	7	369	\$ 2,583	7	384	\$ 2,688	7	398	\$ 2,786
Unclassified	8	\$ 603	\$ 4,824	14	598	\$ 8,372	14	644	\$ 9,016	14	684	\$ 9,576	14	713	\$ 9,982	14	739	\$ 10,346

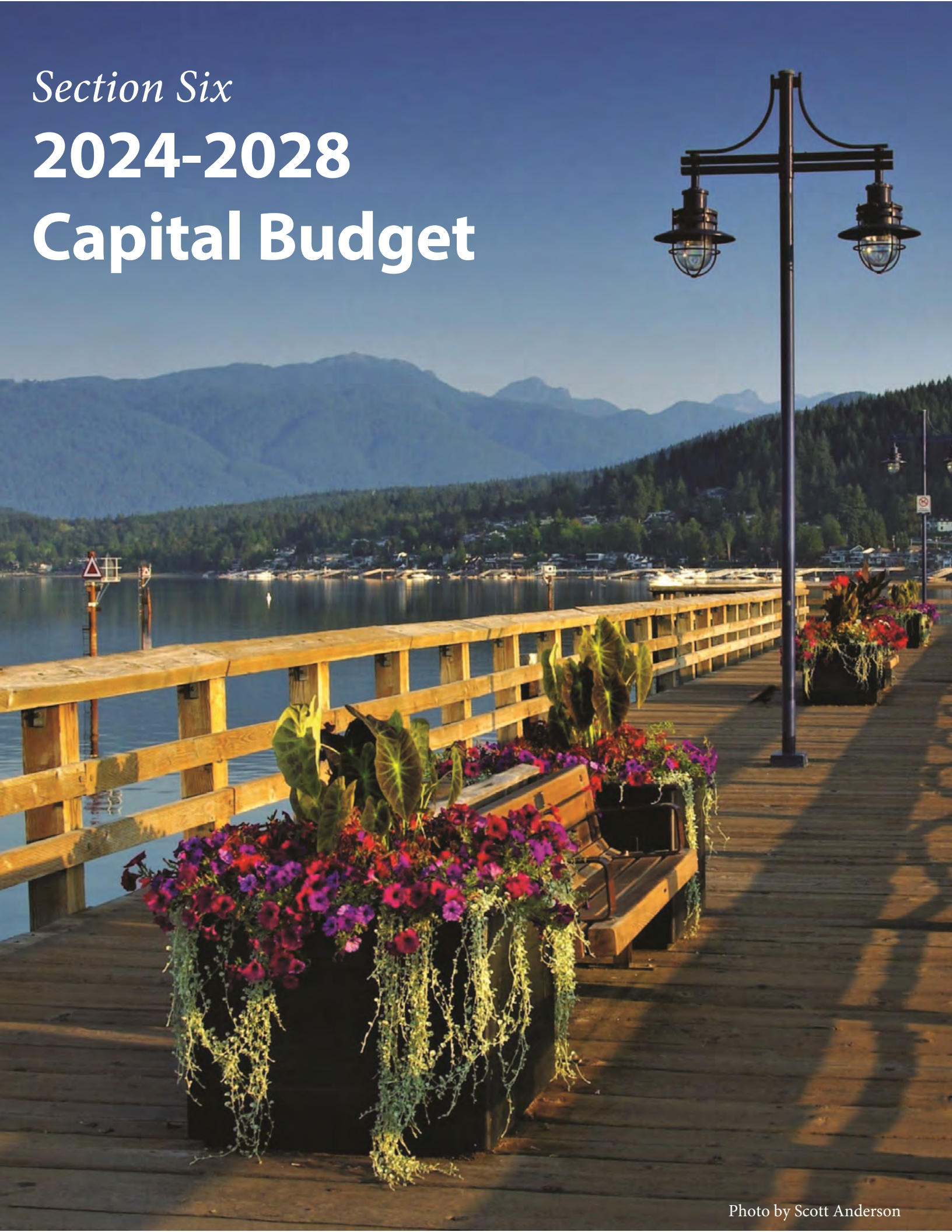
Revenue Total	7,212,009	7,356,452	7,922,995	8,412,936	8,768,130	9,084,786
Per Operating Budget	7,210,184	7,355,175	7,926,224	8,415,493	8,763,954	9,087,659
\$ Change - Revenue		-63,494	569,772	492,498	351,018	319,529
% Change - Revenue		-0.88%	7.75%	6.22%	4.17%	3.64%
Rate Over/(Shortfall)	1,825	1,277	-3,229	-2,557	4,176	-2,873
\$1 of rate increase generates	14,401	14,930	14,930	14,930	14,930	14,930

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Section Six

2024-2028

Capital Budget



2024 Capital Plan Highlights

Overview

The 2024 Capital Plan was first introduced to the Finance Committee at the October 13, 2023 budget workshop, and further discussed at the November 21, 2023 Finance committee prior to provisional approval on December 5, 2023.

Port Moody, like other cities across Canada, also continues to be challenged with the capital funding required for the maintenance, repair, and replacement of its critical assets and infrastructure. The national capital infrastructure funding deficit continues to consume tax capacity that has been traditionally directed towards operations as cities try to close the identified infrastructure funding gap. Cities are having to substitute taxation as a capital funding source as traditional capital funding sources, such as federal and provincial grants and land sales, continue to be uncertain.

Port Moody City Council has been very proactive and progressive in addressing this problem by implementing the Capital Asset Levy as a reliable and sustainable capital funding source and has historically increased the Asset Levy annually in an attempt to address the capital funding gap. The asset levy will increase in 2024 and is proposed to increase annually throughout the Five-Year Financial Plan to provide a stable funding source for ongoing renewal and replacement of critical municipal infrastructure.

Capital Project Summary

The Five-Year Capital Plan includes \$78.8 million in projects spanning 2024 to 2028. In 2024, there are \$23.7 million in proposed projects, with contributions from all city departments. These projects are funded through a combination of City reserves and external funding sources. Although several City reserves initially have substantial opening balance deficits, they are brought into balance by the end of the Five-Year Financial Plan in 2028.

The list of 2024 projects are diverse and includes project submissions for the following items:

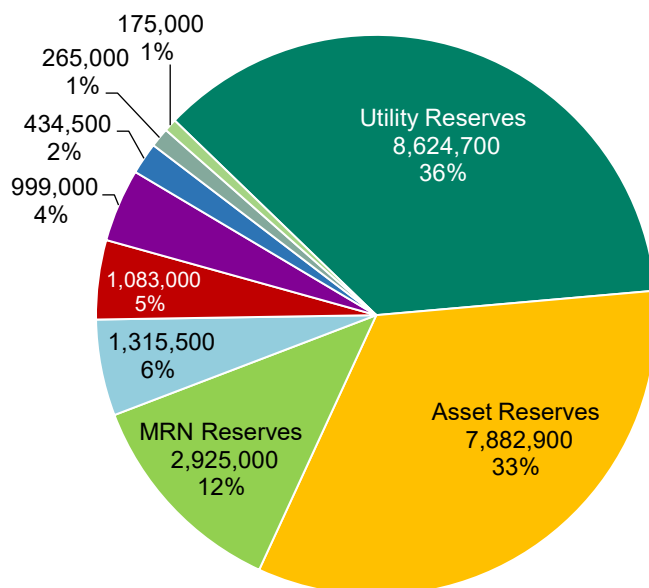
- Firehall and Public Safety Building Upgrades - Including the installation of digital control systems, improved access, and heat pump systems for energy efficiency.
- Civic Centre Enhancements - Ongoing repairs and improvements to the Civic Centre, ensuring its aesthetic appeal and functionality including washroom upgrades and carpet and replacement.
- Gymnasium Air Conditioning - A significant investment in air conditioning for the Recreation Complex's gymnasium, enhancing the overall functionality of the space and user experience.
- Fleet Garage Improvements - Enhancements to the Fleet Garage, including exterior building upgrades, bulk oil storage, and a new diagnostic laptop for improved maintenance.
- Road Reconstruction and Rehabilitation - Several road reconstruction and rehabilitation projects at various locations, such as Ioco Road Corridor.
- Storm Drainage Improvements - Focused on Moody Centre, these improvements aim to enhance storm drainage infrastructure.

- Water Network Infrastructure Renewal - A substantial investment in the city's water network infrastructure for long-term sustainability.
- Traffic Signal and Streetlight LED Replacement - Upgrading and replacing traffic signals and streetlights with energy-efficient LED technology.
- Sewer Capital Infrastructure Program - An extensive investment program aimed at maintaining and rehabilitating the city's sewer infrastructure, addressing both linear and non-linear components

Capital Funding Summary

Funding for the 2024 Capital Plan is proposed to come from multiple City reserves, and is presented in the table and pie chart below:

City Reserves	2024 Capital Budget (\$)	Percentage (%)
<i>Utility Reserves</i>	8,624,700	36.4%
<i>Asset Reserves</i>	7,882,900	33.3%
<i>MRN Reserves</i>	2,925,000	12.3%
<i>Community Amenity Contribution Reserve</i>	1,315,500	5.5%
<i>Others</i>	1,083,000	4.6%
<i>Local Government Climate Action Program Reserve</i>	999,000	4.2%
<i>New Initiatives Reserve</i>	434,500	1.8%
<i>Development Process Reserve</i>	265,000	1.1%
<i>Density Bonus Reserve</i>	175,000	0.7%
Total 2024 Capital Plan Submission	23,704,600	100.0%



How to Read the Capital Plan?

The Plan begins by highlighting the top 10 projects, which collectively represent 55% of the City's total capital budget. Next, it organizes these projects into eight focus areas aligned with the Climate Action Plan. This community-wide initiative aims to enhance the City's resilience to climate change and reduce greenhouse gas emissions. Project submissions for the 2024-2028 period are then categorized by department. Each department provides a summary sheet and a comprehensive project listing. Projects are ranked based on the criteria outlined in the 2024 Budget Guidelines, consistent with previous years. For further details, the Plan provides information by department, aligning projects with the Council's four strategic priority areas from the 2023-2026 Strategic Plan and prioritization ranking process.

STRATEGIC PRIORITY AREAS

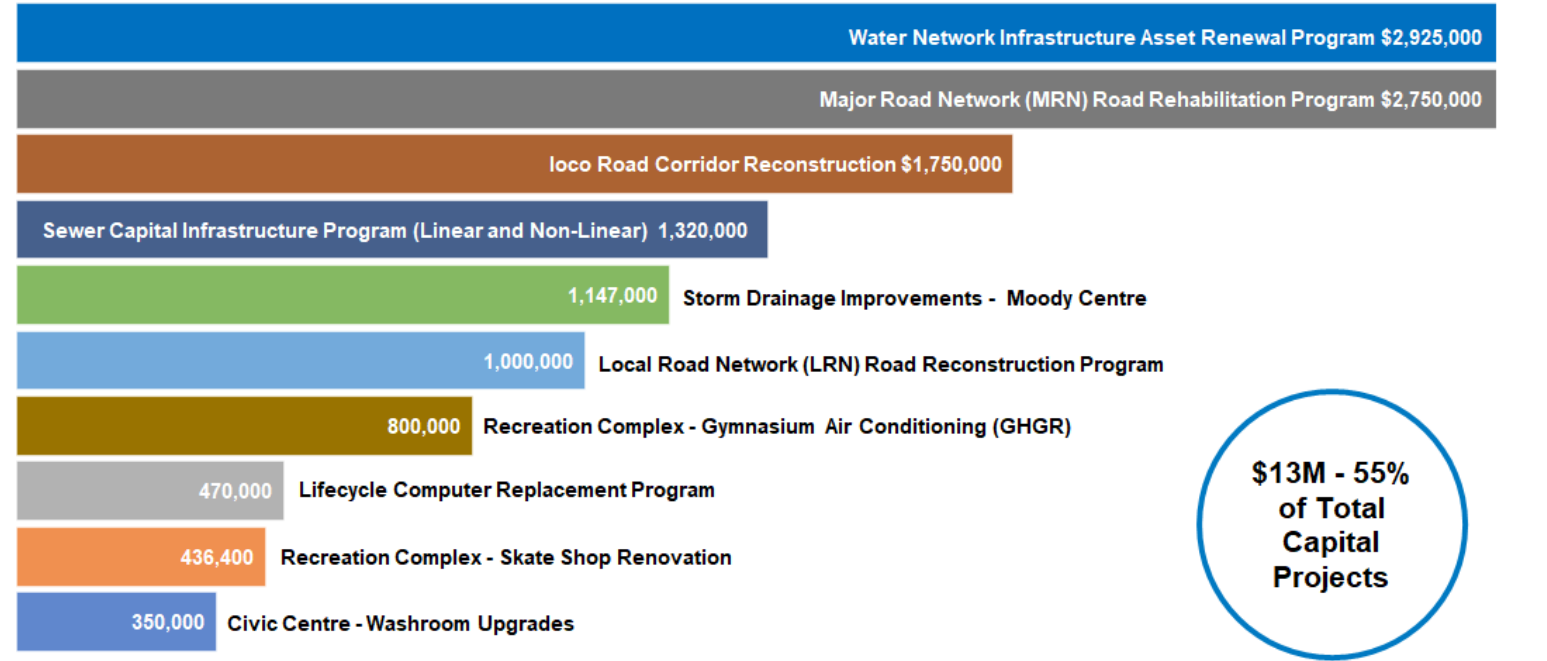


PRIORITIZATION

Council	High	Medim	Low
• Previously approved (through resolution) by Council	• Public health and life safety issues; • Legislation or regulation requirements; • Management of existing assets (extends useful life; deterioration; avoids expensive repairs; lessens emergency disruptions); or • Strategic priority of Council.	• Improves an existing asset; • Increases cost savings/revenues generated; • Equipment replacement at the end of its life cycle; or • Reduces future maintenance/repairs on recurring issues or long-standing deficiencies.	• New service/infrastructure; • Addresses deficiencies reported in commissioned studies and reports; or • Addresses future concerns.

Port Moody Capital Plan
Top 10 Projects (by dollar)

Project ID	Project Name	Climate Action Plan	Priority	2024	Percentage of Total Projects
WT24009	Water Network Infrastructure Asset Renewal Program	Not Applicable	3. High	2,925,000	12%
EN24009	Major Road Network (MRN) Road Rehabilitation Program	Not Applicable	3. High	2,750,000	12%
DR24013	Ioco Road Corridor Reconstruction	Infrastructure	3. High	1,750,000	7%
SD24010	Sewer Capital Infrastructure Program (Linear and Non-Linear)	Not Applicable	3. High	1,320,000	6%
DR24009	Storm Drainage Improvements - Moody Centre	Infrastructure	3. High	1,147,000	5%
EN24006	Local Road Network (LRN) Road Reconstruction Program	Not Applicable	3. High	1,000,000	4%
FC24240	Recreation Complex - Gymnasium Air Conditioning (GHGR)	Buildings	3. High	800,000	3%
IS24020	Lifecycle Computer Replacement Program	Not Applicable	3. High	470,000	2%
FC24242	Recreation Complex - Skate Shop Renovation	Not Applicable	4. Medium	436,400	2%
FC24020	Civic Centre - Washroom Upgrades	Not Applicable	3. High	350,000	1%
Total - Top 10 Projects (by dollar)				\$ 12,948,400	55%



WT24009 - Water Network Infrastructure Asset Renewal Program

Project Name

Water Network Infrastructure Asset Renewal Program

WT24009

Project Type

Capital (TCA)

Operating

TCA Policy

Operating Budget Impact

Yes

No

Project Priority

Pre-Approved

Council

High

Medium

Low

Strategic Priority

Sustainable Core Services

Resilient Natural Environment

Healthy Community Development

Vibrant and Prosperous Community

Climate Action Plan

Organization Wide

Natural Environment

Buildings

Emergency Response & Human Health

Infrastructure

Land Use & Growth Management

Transportation & Mobility

Waste Reduction & Management

Not Applicable

Project Descriptions

The City's water network infrastructure asset renewal program is a comprehensive effort to ensure the reliability and efficiency of the drinking water system. Over the next five years, projects will encompass three key areas:

1. Water system rehabilitation and watermain replacement to align with asset management plans and accommodate necessary capacity and functionality upgrades.

2. Upgrades to large-scale non-linear infrastructure assets like reservoirs, PRVs (pressure reducing valves), and pump stations, which play a critical role in meeting the community's water needs.

3. Allocating \$100,000 annually for emergency investigations, asset management planning, and minor water system enhancements. Funding for these projects will be contingent on available capital as outlined in the 5-year financial plan. The program's immediate priorities include:

1. Replacing the Glenayre watermain in the Glenayre/Seaview/College Park area, the final Priority 2 project in the watermain renewal strategy following the completion of Priority 1 projects.

2. Replacing the Chestnut Way Pump Station standby generator, which has reached the end of its useful life and poses a risk due to discontinued parts and poor-to-fair component condition. This generator is vital for ensuring water service and fire protection in several areas.

3. Refreshing the City's watermain renewal strategy with an updated Master Water Distribution System Study, estimated at \$100,000.

Funding Sources

Reserve	LP 2024	LP 2025	LP 2026	LP 2027	LP 2028
Water Capital Reserve	2,925,000	100,000	100,000	100,000	100,000
Total	2,925,000	100,000	100,000	100,000	100,000

EN24009 - Major Road Network (MRN) Road Rehabilitation Program

Project Name

Major Road Network (MRN) Road Rehabilitation Program

EN24009

Project Type

Capital (TCA)

Operating

TCA Policy

Operating Budget Impact

Yes

No

Project Priority

Pre-Approved

Council

High

Medium

Low

Strategic Priority

Sustainable Core Services

Resilient Natural Environment

Healthy Community Development

Vibrant and Prosperous Community

Climate Action Plan

Organization Wide

Natural Environment

Buildings

Emergency Response & Human Health

Infrastructure

Land Use & Growth Management

Transportation & Mobility

Waste Reduction & Management

Not Applicable

Project Descriptions

This program budget is for annual road reconstruction work on the Major Road Network (MRN). The implementation program is based on a 2013 road assessment was completed by EBA which provides a detailed road reconstruction plan and supplemented with assessments by Operations staff. Future road work (2022 MRN Program) will tentatively include crack sealing on the major roads and selective spot paving.

Planned for 2024 is to complete road rehabilitation work on the Barnet Highway. Due to budgetary constraints and current pavement condition, the eastbound travel lanes to Port Moody will be done.

The plan for 2024 and 2025 is to complete paving works along loco Road, in conjunction the planned utility rehabilitation work on loco Road currently under design. Depending on pavement condition, priority, and the timing of the loco Road Utility Corridor work, the 2024 funds may be reallocated to complete the road rehabilitation work on Barnet Highway westbound travel lane, or complete road rehabilitation on Murray Street.

To balance the MRN Pavement Rehab Reserve at the end of 2028, only selective crack sealing on the major roads (to extend pavement life) will be done in 2025 through to 2027.

Funding Sources

Reserve	LP 2024	LP 2025	LP 2026	LP 2027	LP 2028
MRN Pavement Rehab Reserve	2,750,000	50,000	50,000	50,000	50,000
Total	2,750,000	50,000	50,000	50,000	50,000

DR24013 - Ioco Road Corridor Reconstruction

Project Name

Ioco Road Corridor Reconstruction

DR24013

Project Type

Capital (TCA)

Operating

TCA Policy

Operating Budget Impact

Yes

No

Project Priority

Pre-Approved

Council

High

Medium

Low

Strategic Priority

Sustainable Core Services

Resilient Natural Environment

Healthy Community Development

Vibrant and Prosperous Community

Climate Action Plan

Organization Wide

Natural Environment

Buildings

Emergency Response & Human Health

Infrastructure

Land Use & Growth Management

Transportation & Mobility

Waste Reduction & Management

Not Applicable

Project Descriptions

This project is part of planned multi-utility road, sewer, drainage, and watermain replacements along the Ioco Road Corridor. The work has been identified in the Ioco Road Utility Assessment Scoping Study which was completed by Kerr Wood Leidal Consulting Engineers in 2015. Infrastructure in the Ioco Road Corridor is aging and is approaching the end of its useful life.

This project will replace or rehabilitate the storm and sanitary sewer mains along the Ioco Road Corridor, in co-ordination with another project to replace the aging watermain in the same corridor. In addition to addressing the utility infrastructure deficiencies, the project will consider input and recommendations on road safety alignments, pedestrian and cycling infrastructure from a transportation and mobility study currently underway. The design will proceed with information received by the ISMP project that is also currently underway. Final paving of this road will be done with our Major Road Network (MRN) paving program.

The total capital cost for all utility infrastructure upgrades and re-paving is anticipated to be more than \$12 million. Due to this significant cost and the project scale, the construction is expected to split into several phases, implemented over the next decade, to accommodate the replenishment of capital reserves and minimize disruption to neighbourhoods and motorists.

Funding for 2022 on this project will be to complete detailed design for the whole corridor. Refined capital cost estimates will be completed as part of this work to guide further capital plans and phasing strategies.

Funding Sources

Reserve	LP 2024	LP 2025	LP 2026	LP 2027	LP 2028
Drainage Capital Reserve	875,000				
Sewer Capital Reserve	875,000				
Total	1,750,000				

SD24010 - Sewer Capital Infrastructure Program (Linear and Non-Linear)

Project Name

Sewer Capital Infrastructure Program (Linear and Non-Linear)

SD24010

Project Type

Capital (TCA)

Operating

TCA Policy

Operating Budget Impact

Yes

No

Project Priority

Pre-Approved

Council

High

Medium

Low

Strategic Priority

Sustainable Core Services

Resilient Natural Environment

Healthy Community Development

Vibrant and Prosperous Community

Climate Action Plan

Organization Wide

Natural Environment

Buildings

Emergency Response & Human Health

Infrastructure

Land Use & Growth Management

Transportation & Mobility

Waste Reduction & Management

Not Applicable

Project Descriptions

This program is intended for costs associated with capital maintenance and rehabilitation projects associated with linear and non-linear sanitary sewer infrastructure assets. Projects include:

- sanitary sewer system rehabilitation and replacement per asset management plans (allocation of \$75,000 annually)
- updating and maintaining the sewer computer model
- unexpected emergencies, such as sewer main breaks which arise annually

The program will ensure the sanitary sewer collection system will be maintained and rehabilitated at end of life or in coordination with functionality and capacity upgrades. Inflow and infiltration improvements will be considered as a priority to support Metro Vancouver requirements.

Funding will be based on available capital over the 5-year financial plan. The current priorities in this program for 2024 are:

- 1. Alderside Foreshore Sanitary Sewer Project (\$470k). Detailed design for a new sanitary sewer main to replace the existing foreshore sanitary main located along the Alderside Beach, with manholes visible only at low tide. Due to cost of construction and environmental sensitivities, the project will include a strategy to address issues with permitting (including DFO), operation & maintenance, and homeowner responsibilities. Future funding strategy will be developed for construction implementation.**
- 2. Sanitary sewer upgrade/rehabilitation around 228 Ungless Way to address ongoing operating/maintenance issues (\$125k).**
- 3. New sanitary sewer main on Murray Street (at Moody Overpass) to Inlet Field including new service laterals and new connections to Metro Vancouver's main sewer trunk. The design will address ongoing operating/maintenance issues and plan for future development on Murray, with a tie-in at a location west of the current Mosaic development. Construction to be part of a future capital year.**

Funding Sources

Reserve	LP 2024	LP 2025	LP 2026	LP 2027	LP 2028
Sewer Capital Reserve	1,320,000	750,000	750,000	750,000	750,000
Total	1,320,000	750,000	750,000	750,000	750,000

DR24009 - Storm Drainage Improvements - Moody Centre

Project Name

Storm Drainage Improvements - Moody Centre

DR24009

Project Type

Capital (TCA)

Operating

TCA Policy

Operating Budget Impact

Yes

No

Project Priority

Pre-Approved

Council

High

Medium

Low

Strategic Priority

Sustainable Core Services

Resilient Natural Environment

Healthy Community Development

Vibrant and Prosperous Community

Climate Action Plan

Organization Wide

Natural Environment

Buildings

Emergency Response & Human Health

Infrastructure

Land Use & Growth Management

Transportation & Mobility

Waste Reduction & Management

Not Applicable

Project Descriptions

This project will fund will infrastructure improvements or repairs identified in the Moody Centre Drainage Study completed in 2019. The Moody Centre area has very limited storm drainage capacity, and this is becoming an increasing issue as development and improvements are made through Moody Centre. A storm water drainage master servicing plan has been developed to provide direction to how and where storm mains can be constructed and the prioritization of work.

The near term plan provides an alternative level of service to accommodate overland flow paths and basements. Under this plan, over 5 years, servicing will be mostly through through developments, with servicing of about \$5.87M delivered by the City's capital plan. Direct construction project costs by the City implemented under this plan is scheduled to start in 2024 (Year 1) and forecasted to be:

Year 1 \$1,147,000

Year 2 \$1,100,000

Year 3 \$1,070,000

Year 4 \$1,300,000

Year 5 \$1,260,000

Funding Sources

Reserve	LP 2024	LP 2025	LP 2026	LP 2027	LP 2028
Drainage Capital Reserve	1,147,000	1,100,000	1,070,000	1,300,000	1,260,000
Total	1,147,000	1,100,000	1,070,000	1,300,000	1,260,000

EN24006 - Local Road Network (LRN) Road Reconstruction Program

Project Name

Local Road Network (LRN) Road Reconstruction Program

EN24006

Project Type

Capital (TCA)

Operating

TCA Policy

Operating Budget Impact

Yes

No

Project Priority

Pre-Approved

Council

High

Medium

Low

Strategic Priority

Sustainable Core Services

Resilient Natural Environment

Healthy Community Development

Vibrant and Prosperous Community

Climate Action Plan

Organization Wide

Natural Environment

Buildings

Emergency Response & Human Health

Infrastructure

Land Use & Growth Management

Transportation & Mobility

Waste Reduction & Management

Not Applicable

Project Descriptions

This program budget is for the annual road reconstruction work primarily targeting our Local Road Network (LRN). The Major Road Network (MRN) has its own budget. The implementation program is based on a 2013 road assessment was completed by EBA which provides a detailed road reconstruction plan and supplemented with assessments by Engineering & Operations staff. Prioritization of paving is being considered with coordinated utility upgrades and related development applications that bring contributed value for road upgrades. An estimated minimum of \$750,000 annually is required to maintain the local roads.

Subject to budget availability, the next priorities in the annual paving program are tentatively scheduled as:

- Ravine Drive
- Falcon Drive (Noons Creek to Coquitlam border)
- Hope St (Douglas to Albert)

Funding Sources

Reserve	LP 2024	LP 2025	LP 2026	LP 2027	LP 2028
Asset Reserve - Transportation	1,000,000	750,000	750,000	750,000	750,000
Total	1,000,000	750,000	750,000	750,000	750,000

FC24240 - Recreation Complex - Gymnasium Air Conditioning (GHGR)

Project Name

Recreation Complex - Gymnasium Air Conditioning (GHGR)

FC24240

Project Type

Capital (TCA)

Operating

[TCA Policy](#)

Operating Budget Impact

Yes

No

Project Priority

Pre-Approved

Council

High

Medium

Low

Strategic Priority

Sustainable Core
Services

Resilient Natural
Environment

Healthy Community
Development

Vibrant and
Prosperous
Community

Climate Action Plan

Organization Wide

Natural Environment

Buildings

Emergency Response
& Human Health

Infrastructure

Land Use & Growth
Management

Transportation &
Mobility

Waste Reduction &
Management

Not Applicable

Project Descriptions

Recreation Complex Gymnasium is not cooled by air conditioning during hot season.

Activities in the gym are impacted.

This area cannot be used for any Extreme Heat Response plans.

First year (2023): Engineering structural assessment and mechanical designs ready to tender

Second Year (2024): Installation

Budget is a rough estimate

Funding Sources

Reserve	LP 2024	LP 2025	LP 2026	LP 2027	LP 2028
Community Amenity Contribution	800,000				
Total	800,000				

IS24020 - Lifecycle Computer Replacement Program

Project Name

Lifecycle Computer Replacement Program

IS24020

Project Type

Capital (TCA)

Operating

TCA Policy

Operating Budget Impact

Yes

No

Project Priority

Pre-Approved

Council

High

Medium

Low

Strategic Priority

Sustainable Core Services

Resilient Natural Environment

Healthy Community Development

Vibrant and Prosperous Community

Climate Action Plan

Organization Wide

Natural Environment

Buildings

Emergency Response & Human Health

Infrastructure

Land Use & Growth Management

Transportation & Mobility

Waste Reduction & Management

Not Applicable

Project Descriptions

Replace City Computers and Monitors for a 4 year lease term - 2024 Jun to 2028 Jun

Funding Sources

Reserve	LP 2024	LP 2025	LP 2026	LP 2027	LP 2028
Debt	470,000				500,000
Total	470,000				500,000

FC24242 - Recreation Complex - Skate Shop Renovation

Project Name

Recreation Complex - Skate Shop Renovation

FC24242

Project Type

Capital (TCA)

Operating

[TCA Policy](#)

Operating Budget Impact

Yes

No

Project Priority

Pre-Approved

Council

High

Medium

Low

Strategic Priority

Sustainable Core Services

Resilient Natural Environment

Healthy Community Development

Vibrant and Prosperous Community

Climate Action Plan

Organization Wide

Natural Environment

Buildings

Emergency Response & Human Health

Infrastructure

Land Use & Growth Management

Transportation & Mobility

Waste Reduction & Management

Not Applicable

Project Descriptions

Extending the Skate shop with around 300 sqft

Construction to include demolition of one or two brick walls– to be approved by the structural engineer , adding two walls with an 10 foot wide opening gate , lower, wider counter, rubberized counter top.

Open shelving, rails on the wall with hanging baskets, highly visible, all forms, modular all different sizes, held first aid.

Adding 6 electrical outlets and data

Provide proper space for the sharpening machine .

Lighting to be converted to LED

Adding around 500 cubies

This will increase the safety of our employees and customers

Funding Sources

Reserve	LP 2024	LP 2025	LP 2026	LP 2027	LP 2028
Asset Reserve - Facilities Maintenance	436,400				
Total	436,400				

FC24020 - Civic Centre - Washroom Upgrades

Project Name

Civic Centre - Washroom Upgrades

FC24020

Project Type

Capital (TCA)

Operating

TCA Policy

Operating Budget Impact

Yes

No

Project Priority

Pre-Approved

Council

High

Medium

Low

Strategic Priority

Sustainable Core Services

Resilient Natural Environment

Healthy Community Development

Vibrant and Prosperous Community

Climate Action Plan

Organization Wide

Natural Environment

Buildings

Emergency Response & Human Health

Infrastructure

Land Use & Growth Management

Transportation & Mobility

Waste Reduction & Management

Not Applicable

Project Descriptions

Life cycle replacement of all interior components of washrooms in the Civic Centre. Recommended by RDH (RDH Building Engineering Ltd. is the consulting company which completed the Facilities Condition Assessment and Life Cycle Analysis in 2013/2014).

This project includes replacement of all toilets, sinks and urinals. These are the main public washrooms. They are looking very aged and dated at this point.

Gender neutral washrooms considerations and code compliance issues are some of the barriers this project is facing. Supplemental funding to implement the approved project (FC22020).

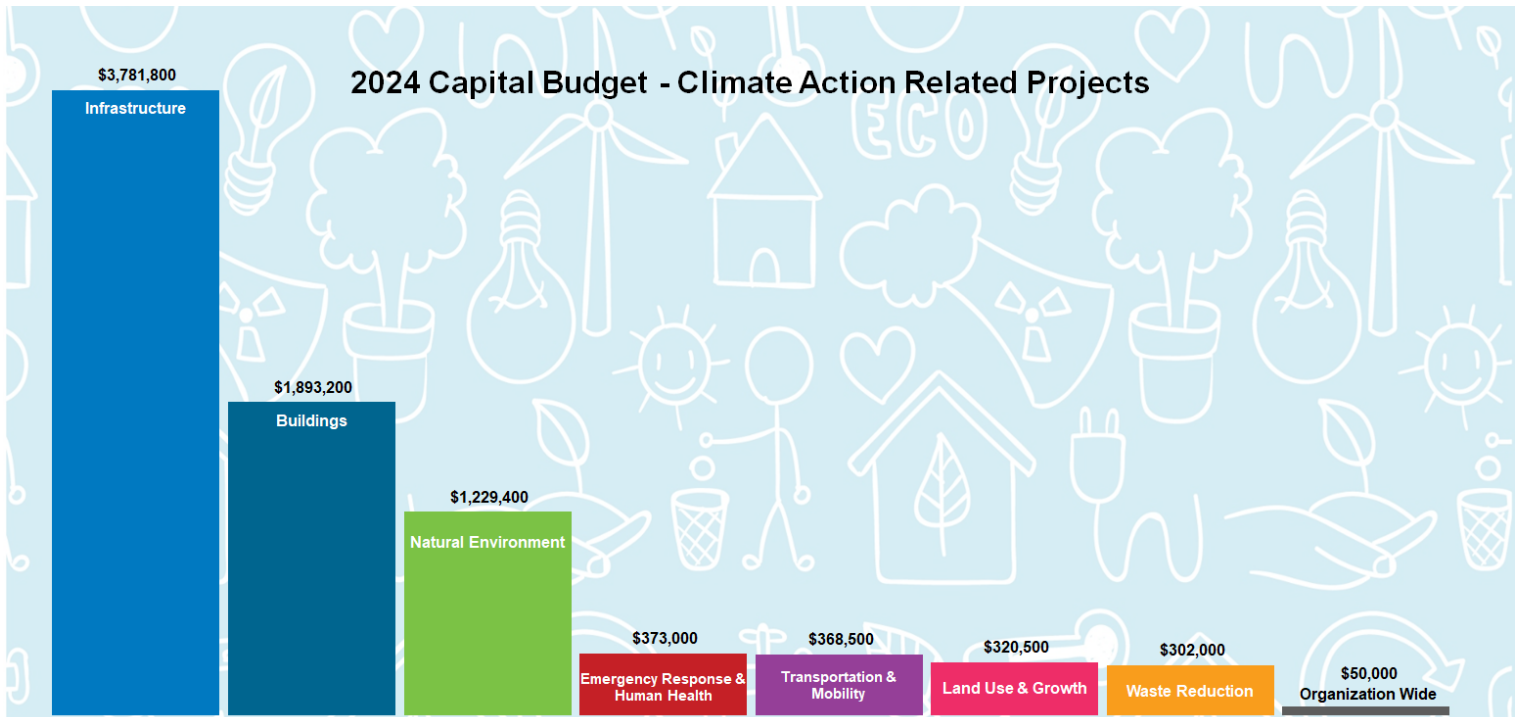
Funding Sources

Reserve	LP 2024	LP 2025	LP 2026	LP 2027	LP 2028
Asset Reserve - Facilities Maintenance	350,000				
Total	350,000				

Port Moody Capital Plan

Climate Action Related Projects

Focus Area	2024	2025	2026	2027	2028
Buildings	1,893,200	856,000	1,102,000	2,363,000	4,769,000
Emergency Response & Human Health	373,000	13,700	103,700	158,700	5,000
Infrastructure	3,781,800	2,610,000	1,360,000	1,865,000	2,210,000
Land Use & Growth Management	320,500				
Natural Environment	1,229,400	1,750,700	1,086,500	385,500	375,500
Organization Wide	50,000				
Transportation & Mobility	368,500	1,112,000	1,860,000	1,678,700	1,386,000
Waste Reduction & Management	302,000	184,600	157,300	160,000	162,800
Total	8,318,400	6,527,000	5,669,500	6,610,900	8,908,300



Project ID	Project Name	Division	Priority	2024	2025	2026	2027	2028
FC24037	Old Mill Boathouse - Condition Assessment	Facilities	4. Medium			50,000		
FC24038	HMCC - Condition Assessment	Facilities	3. High			50,000		
FC24065	Old Orchard Hall - Lighting Retrofit (GHGR)	Facilities	3. High			48,000		
FC24074	Old Mill Boathouse - HVAC Equipment Replacement (GHGR)	Facilities	3. High			117,000		
FC24079	Facilities - Envelope Condition Assessments	Facilities	3. High				100,000	
FC24105	Arts Centre - Condensing Units (GHGR)	Facilities	3. High			100,000		
FC24112	Public Safety Building - Emergency Generator	Facilities	3. High				500,000	
FC24121	Recreation Complex - Arena 1 Lobby Washrooms	Facilities	4. Medium				320,000	
FC24129	Glenayre Centre - Gas furnace replacement with ASHP (GHGR)	Facilities	4. Medium			43,000		
FC24130	Inlet Centre Firehall - Exterior assorted life cycle maintenance	Facilities	4. Medium			150,000		
FC24131	Inlet Centre Firehall - FLS systems component replacement	Facilities	3. High			30,000		
FC24132	Inlet Centre Firehall - DDC controls components	Facilities	4. Medium	35,000				
FC24160	Old Orchard Hall - HVAC Equipment Replacement - Heat Pump System(GHGR)	Facilities	4. Medium				30,000	250,000
FC24164	Public Safety Building - Install Direct Digital Control System (GHGR)	Facilities	4. Medium	220,000				
FC24196	Recreation Complex - Lighting Retrofit (GHGR)	Facilities	3. High			75,000		
FC24220	Rocky Point Pool - Boiler Replacement (GHGR)	Facilities	3. High	144,000				
FC24232	Arts Centre - Furnace and DHW Heaters replacement (GHGR)	Facilities	3. High			71,000		
FC24240	Recreation Complex - Gymnasium Air Conditioning (GHGR)	Facilities	3. High	800,000				
FC24246	Inlet Centre Firehall - Replace Building Heat Pump System	Facilities	3. High	50,000	450,000			
FC24249	Carpenters Shop - Building Energy Conservation Improvements (GHGR)	Facilities	3. High	150,000				
FC24251	Recreation Complex - Curling Rink Electrical Room Upgrade	Facilities	4. Medium				50,000	300,000
FC24256	Arts Centre - Lighting Retrofit (GHGR)	Facilities	3. High			10,000		
FC24257	Rocky Point Pool - CO2 Heat Pump for DHW (GHGR)	Facilities	3. High	70,000				
FC24258	Rocky Point Pool - Install Pool Covers (GHGR)	Facilities	3. High	125,000				
FC24259	Rocky Point Pool - Lighting Retrofit (GHGR)	Facilities	3. High			2,000		
FC24260	Recreation Complex - Arena 2 Dehumidification Electrification (GHGR)	Facilities	3. High				285,000	
FC24261	Recreation Complex - Ice Plant Heat Recovery (GHGR)	Facilities	3. High				250,000	4,025,000
FC24262	Recreation Complex - MUA-4 Heat Recovery (GHGR)	Facilities	3. High				125,000	
FC24263	Recreation Complex - Arena 1 & 2 Gas Fired Radiant Tube Heaters Replacement (GHGR)	Facilities	3. High					140,000
FC24264	Recreation Complex - Arena 1 and Curling Rink Lighting Retrofit (GHGR)	Facilities	3. High			75,000		
FC24265	Recreation Complex - Curling Rink Dehumidifier	Facilities	3. High	100,000				
FC24266	Civic Centre - Replace Gas-fired RTUs with ASHP RTU (GHGR)	Facilities	4. Medium					30,000
FC24268	Inlet Centre Firehall - Replace DHW Heater with Heat Pump (GHGR)	Facilities	4. Medium				35,000	
FC24270	Inlet Centre Firehall - Lighting Retrofit (GHGR)	Facilities	3. High			40,000		
FC24273	Glenayre Centre - Lighting Retrofit (GHGR)	Facilities	3. High			4,000		
FC24280	Civic Centre - Lighting Retrofit (GHGR)	Facilities	3. High			75,000		
FC24282	Fire Hall 2 - Replace gas fired RTU with ASHP RTU (GHGR)	Facilities	4. Medium					
FC24283	Fire Hall 2 - Replace DHW Heater with Heat Pump (GHGR)	Facilities	4. Medium			10,000		
FC24284	Fire Hall 2 - Install Electric Infrared Heaters for Apparatus (GHGR)	Facilities	4. Medium					
FC24285	Fire Hall 2 - Lighting Retrofit (GHGR)	Facilities	3. High			2,000		
FC24290	Heritage Mountain Community Centre - Lighting Retrofit (GHGR)	Facilities	3. High			12,000		
FC24291	Heritage Woods - Lighting Retrofit (GHGR)	Facilities	3. High			3,000		
FC24292	Heritage Woods - CO2 DHW Heat Pump (GHGR)	Facilities	3. High					24,000
FC24293	Old Fire Hall - Retrofit Furnace with Infrared Unit Heaters (GHGR)	Facilities	3. High	11,000				
FC24295	Kyle Centre - Lighting Retrofit (GHGR)	Facilities	3. High			2,000		
FC24296	Old Mill Boathouse - Lighting Retrofit (GHGR)	Facilities	3. High			27,000		
FC24297	Old Orchard Hall Caretaker Residence - Replace DHW Heater with Heat Pump (GHGR)	Facilities	3. High		20,000			
FC24299	Old Orchard Hall Caretaker Residence - Lighting Retrofit (GHGR)	Facilities	3. High			1,000		
FC24301	Old Orchard Hall - Replace DHW Heater with Heat Pump (GHGR)	Facilities	3. High		20,000			
FC24304	Public Safety Building - Replace Gas Fired Rooftop Unit with ASHP (GHGR)	Facilities	3. High	40,000				
FC24305	Public Safety Building - Replace Gas Fired Heat Reclaim Unit (GHGR)	Facilities	3. High				190,000	
FC24308	Public Safety Building - Lighting Retrofit (GHGR)	Facilities	3. High			65,000		
FC24309	Artist Studios - Replace DHW Heater with ASHP (GHGR)	Facilities	3. High				18,000	
FC24310	Artist Studios - Lighting Retrofit (GHGR)	Facilities	3. High			5,000		
FC24312	Rocky Point PSB - Lighting Retrofit (GHGR)	Facilities	3. High			23,000		
FC24314	Works Yard - Replace RTU with ASHP (GHGR)	Facilities	3. High	30,000	300,000			
FC24315	Works Yard - Replace DHW Heater with CO2 Heat Pump (GHGR)	Facilities	3. High		18,000			
FC24317	Works Yard - Install Direct Digital Control and integrate in Reliable Control Network (GHGR)	Facilities	4. Medium	30,000				

Buildings

Project ID	Project Name	Division	Priority	2024	2025	2026	2027	2028
FC24319	Works Yard - Lighting Retrofit (GHGR)	Facilities	3. High			12,000		
FC24320	Facilities - Lighting Retrofit Feasibility Study	Facilities	3. High		48,000			
PK24139	Conversion of Existing Field Lights to LED Lighting - Trasolini Field	Parks	3. High				200,000	
PK24140	Conversion of Existing Field Lights to LED Lighting - North Shore Community Park	Parks	3. High				260,000	
OA24005	Operations Center (WY) Space Planning and Review	Operations Admin	3. High	35,200				
PL24036	Building Benchmark BC	Policy Planning	2. Council	13,000				
PL24038	Engage Strata Councils and Large Building Management Companies	Policy Planning	2. Council	10,000				
PL24040	Mandatory Building Benchmarking and Mandatory Disclosure for Part 3 Buildings	Policy Planning	2. Council	30,000				
Total - Buildings				1,893,200	856,000	1,102,000	2,363,000	4,769,000

Emergency Response & Human Health

Project ID	Project Name	Division	Priority	2024	2025	2026	2027	2028
CA24004	Emergency Social Services (ESS) Plan and Program Update	Community Services Admin	4. Medium	50,000				
PK24040	Cedarwood Park - Spray Park Replacement	Parks	4. Medium				145,000	
PK24043	Easthill Park - Water Park Replacement and Expansion	Parks	3. High	220,000				
PK24073	Easthill Park - Water Fountain	Parks	4. Medium			30,000		
PK24078	Chestnut Way Park - Water Fountain	Parks	4. Medium			30,000		
PK24099	Greenleaf Park - Water Fountain	Parks	4. Medium			30,000		
FD24012	Community Risk Reduction Program	Fire Rescue	4. Medium	12,000				
FD24014	Emergency Planning Coordinator	Fire Rescue	3. High	50,000				
PL24017	Community Education - Extreme Weather	Policy Planning	2. Council	5,000	5,000	5,000	5,000	5,000
PL24031	Cool It! Climate Leadership Workshops	Policy Planning	3. High	8,700	8,700	8,700	8,700	
PL24039	Create a Strategy for Weather-Responsive City Department Staffing and Equipment	Policy Planning	2. Council	27,300				
Total - Emergency Response & Human Health				373,000	13,700	103,700	158,700	5,000

Infrastructure

Project ID	Project Name	Division	Priority	2024	2025	2026	2027	2028
CA24002	Civic Complex Exterior Upgrades and Enhancement (Phase II)	Community Services Admin	4. Medium	175,000	400,000	100,000	100,000	
FC24056	Westhill Pool - Pool Water Drainage to Sanitary System	Facilities	3. High			50,000	100,000	800,000
FC24081	Glenayre Centre - Drain Tile Rebuild	Facilities	3. High				225,000	
FC24255	Works Yard - Electrical Chargers Infrastructure for vehicle fleet electrification (GHGR)	Facilities	3. High	90,000	900,000			
PK24093	Irrigation Replacement - (Lifecycle Replacement)	Parks	3. High	40,000	20,000	20,000	20,000	20,000
PK24121	Twin Creeks Park Pathway Resurfacing	Parks	5. Low					10,000
PK24142	SD43 Joint Use Future Project - Resurfacing and Improvements to Heritage Woods/North Shore C	Parks	3. High	100,000				
PK24146	Rocky Point Park Detailed Design (subject to Rocky Point Park Master Plan and will be tailored to	Parks	2. Council		70,000			
PK24147	Town Centre Park - Inclusion of LED Lighting for Pickleball Courts	Parks	4. Medium	50,000				
EN24004	Above-Ground Infrastructure - Planning/Asset Management	Engineering	3. High	75,000	75,000	75,000	75,000	75,000
EN24032	Streetlight LED Replacement	Engineering	3. High	150,000				
OA24003	Work Control Technician	Operations Admin	3. High	91,800				
DR24004	Environmental Investigation & Response - Drainage Systems	Drainage	3. High	45,000	45,000	45,000	45,000	45,000
DR24009	Storm Drainage Improvements - Moody Centre	Drainage	3. High	1,147,000	1,100,000	1,070,000	1,300,000	1,260,000
DR24013	Ioco Road Corridor Reconstruction	Drainage	3. High	1,750,000				
DR24016	Green Infrastructure Policy & Program Development	Drainage	4. Medium	50,000				
PL24033	Moody Centre Streetscape Standards	Policy Planning	4. Medium	18,000				
Total - Infrastructure				3,781,800	2,610,000	1,360,000	1,865,000	2,210,000

Land Use & Growth Management

Project ID	Project Name	Division	Priority	2024	2025	2026	2027	2028
PL24037	Update and Expand Rezoning Policies with a Climate Lens	Policy Planning	2. Council	8,000				
PL24041	Missing Middle Housing Policy	Policy Planning	3. High	170,000				
PL24042	Rental Retention and Renewal - Economic Analysis	Policy Planning	3. High	60,000				
PL24043	Enhance Family Friendly Units Policy and Develop Design Guidelines	Policy Planning	3. High	30,000				
PL24044	Evaluation of Affordable Home Ownership Programs	Policy Planning	4. Medium	40,000				
CD24015	Foreign Direct Investment Attraction	Community Development Admin	3. High	12,500				
Total - Land Use & Growth Management				320,500				

Natural Environment

Project ID	Project Name	Division	Priority	2024	2025	2026	2027	2028
PK24006	Chafer Beetle/Invasive Pests Management Program - City Lands	Parks	4. Medium	7,500	7,500	7,500	7,500	7,500
PK24010	Horticulture Vegetation Replacement Program - City Lands	Parks	3. High	15,000	15,000	20,000	20,000	20,000
PK24012	Urban Forestry - Tree Removals/Mitigation for City Lands	Parks	3. High	75,000	80,000	85,000	90,000	95,000
PK24017	Parks/Green Infrastructure - Planning/Asset Management Program	Parks	4. Medium	45,000	45,000	45,000	45,000	45,000
PK24023	Urban Forestry - Tree Replacement Program	Parks	2. Council	20,000	20,000	20,000	25,000	25,000
PK24033	Bert Flinn Park Infrastructure Improvements	Parks	3. High	30,000				
PK24062	Street Tree Maintenance Program	Parks	4. Medium	36,000	41,000	41,000	46,000	46,000
PK24074	Chip Kerr Park Redevelopment	Parks	3. High		160,000			
PK24116	Shoreline Trail - Gravel Pathway Upgrades - OOP to RPP	Parks	3. High	45,000				
PK24117	Urban Forestry - Tree Planting Master Plan	Parks	3. High	35,000				
PK24118	Urban Forestry Student - Multi-year	Parks	3. High	17,000	17,500	18,000		
PK24119	Tree Planting Program - 2x Aux Staff	Parks	3. High	58,000	58,000	58,000		
PK24133	Alfred Howe Greenway Upgrades	Parks	3. High	25,000				
PK24134	FLEET - Purchase new F550 Hooklift Truck (Urban Forestry)	Parks	3. High		150,000			
PK24144	Old Orchard Park Detailed Design (subject to Old Orchard Master Plan approval)	Parks	3. High	70,000				
ES24001	Spill Management	Environmental Services	3. High	5,000	5,000	5,000	5,000	5,000
ES24002	Fish Passage and Habitat Enhancement	Environmental Services	3. High	12,000	12,000	12,000	12,000	12,000
ES24004	Targeted Knotweed Removal	Environmental Services	3. High	25,000	20,000	20,000	15,000	
ES24006	CLIMATE ACTION PLAN - Ecological Restoration and Enhancement Projects - Lower Suter Brook	Environmental Services	4. Medium	200,000	450,000	100,000		
ES24012	CLIMATE ACTION PLAN - Ecological Restoration and Enhancement Projects	Environmental Services	4. Medium	45,000	45,000	45,000	45,000	45,000
ES24013	Wildlife and Environment Student Outreach Program	Environmental Services	4. Medium	38,000	38,000			
ES24014	CLIMATE ACTION PLAN - Bat Habitat Enhancement at Old Mill Pond	Environmental Services	5. Low	10,000	10,000			
ES24015	CLIMATE ACTION PLAN - Tidal Park Protection and Restoration	Environmental Services	3. High	175,000	400,000	450,000		
ES24018	CLIMATE ACTION PLAN: Develop and Update the Invasive Species Management Program	Environmental Services	2. Council	30,900	21,700			
ES24019	CLIMATE ACTION PLAN - Erosion and Sediment Control Audit	Environmental Services	4. Medium	15,000	15,000			
ES24020	CLIMATE ACTION PLAN - Natural Area Parks Protection in Wildfire Fuel Treatment Areas (with PM	Environmental Services	4. Medium	35,000	50,000	70,000		
ES24021	CLIMATE ACTION PLAN - Erosion and Revegetation Response	Environmental Services	4. Medium	15,000	15,000	15,000		
FL24100	PK101B - Buyout Lease for F150 Hybrid	Fleet	3. High	35,000				
FL24101	PK103 - Buyout Lease for F150 Hybrid Capital	Fleet	3. High	35,000				
DR24008	Stream Water Quality Monitoring Program (AMF)	Drainage	3. High	75,000	75,000	75,000	75,000	75,000
Total - Natural Environment				1,229,400	1,750,700	1,086,500	385,500	375,500

Project ID	Project Name	Division	Priority	2024	2025	2026	2027	2028
FC24204	Zamboni RS054 - Battery Replacement	Facilities	3. High		17,000			
FC24205	Zamboni RS059 - Battery Replacement	Facilities	3. High		17,000			
EN24048	City Walkways Assessment	Engineering	3. High	50,000				
FL24001	BL - Replace PL003 - 2016 Ford Focus Electric CX902L	Fleet	3. High	66,600				
FL24002	FD - Replace FR015 - 2006 Rainbow Trailer - 02952y	Fleet	3. High		14,700			
FL24004	FD - Replace FR014 - 09 Wells Cargo Trailer	Fleet	3. High			29,300		
FL24010	OP - Replace OP099L - 2011 Ingersol Lightsource Trailer	Fleet	3. High		36,800			
FL24011	OP - Replace OP99F - 2012 Atlas Copco Air Compressor Trailer 86431C	Fleet	3. High		28,400			
FL24015	OP - Replace OP040A - 2013 Flatbed (Flushing) Trailer	Fleet	3. High		18,900			
FL24016	OP - Replace OP056 - 2014 Cargo Express Trailer (Civil Construction)	Fleet	3. High		27,800			
FL24023	PK - Replace PK017 - 2008 Agri-Metal Tuff Vac Sweeper Attachment	Fleet	3. High		36,800			
FL24032	PK - Replace PKM001 - 2017 Kubota VS400 Premium Spreader	Fleet	3. High	5,500				
FL24034	PK - Replace PK069 - 17 F550 Dump	Fleet	3. High		183,900			
FL24037	OP - Replace OP074 - 17 Cat 430F2 Backhoe Loader	Fleet	3. High		289,300			
FL24038	PK - Replace PK072 - 17 F550 Super Cab Dump	Fleet	3. High		183,900			
FL24039	OP - Replace OP070 - 17 Ford F550 Crew Cab Dump	Fleet	3. High		189,100			
FL24042	OP - Replace OP104 - 2021 Big Tex Tandem Trailer	Fleet	3. High				12,100	
FL24046	OP - Replace OP034 - 2009 Trailtech Tilt Trailer	Fleet	3. High		26,300			
FL24047	OP - Replace OP059 - 16 F150 4x4 Super Cab	Fleet	3. High			91,500		
FL24048	OP - Replace OP060 - 16 Ford Transit 350 Van	Fleet	3. High			96,900		
FL24049	OP - Replace OP062 - 14 Clarke 5,000lbs Forklift	Fleet	3. High			43,100		
FL24050	OP - Replace OP068 - 16 Ford F150 Super Cab 4x4	Fleet	3. High			80,800		
FL24051	OP - Replace OP079 - 2018 Peterbilt Elgin Crosswind	Fleet	3. High			484,600		
FL24052	OP - Replace OP080 - 2018 Freightliner 108SD Dump	Fleet	3. High			457,700		
FL24053	OP - Replace OP100 - 2020 F550 Bucket Truck	Fleet	3. High			193,800		
FL24054	OP - Replace OP99M - 2013 Kohler Mobile Generator	Fleet	3. High			96,900		
FL24055	PK - Replace PK065A - 2016 Ford F150 Super Cab	Fleet	3. High			80,800		
FL24056	PK - Replace PK077 - 2018 Kubota 1100C	Fleet	3. High	56,400				
FL24057	PK - Replace PK084 - 2019 Ferris FB2000	Fleet	3. High		15,800			
FL24058	PK - Replace PKM002 - Redexim Overseeder	Fleet	3. High		26,300			
FL24060	FD - Replace FR019 - 11 Wells Cargo Trailer	Fleet	3. High			21,500		
FL24061	FD - Replace FR022 - 16 Ford F550 Hooklift	Fleet	3. High			183,100		
FL24062	FC - Replace FC063 - 17 Ford F150 Super Cab 4x4	Fleet	3. High				93,800	
FL24063	FC - Replace FC064 - 17 Ford Transit Van	Fleet	3. High				99,300	
FL24064	FC - Replace FC067 - 2017 Ford Transit Connect	Fleet	3. High				71,700	
FL24065	FD - Replace FR023 - 2017 Ford Explorer Interceptor	Fleet	3. High				88,300	
FL24067	PK - Replace PK078 - 2019 Redexim Level Spike 2200	Fleet	3. High				22,100	
FL24068	PK - Replace PK079 - 2019 Redexim Verti Groom 2000	Fleet	3. High				16,600	
FL24069	PK - Replace PK087 - 2021 John Deere 1575 Terrain Cut	Fleet	3. High				71,700	
FL24071	OP - Replace OP106 - 2021 John Deere W61R Mower	Fleet	3. High				16,600	
FL24072	OP - Replace OP091 - 2017 Ford F350 Super Cab	Fleet	3. High				99,300	
FL24073	OP - Replace OP073 - 17 Ford F150 Super CrewPU 4WD	Fleet	3. High				88,300	
FL24074	OP - Replace OP078 - 17 Ford F350 Super Cab 4x4	Fleet	3. High				99,300	
FL24075	OP - Replace OP086 - 2020 Freightliner 114SD VACTOR	Fleet	3. High				827,900	
FL24076	OP - Replace OP105 - 2021 John Deere 1575 Terrain Cut	Fleet	3. High				71,700	
FL24082	BL - Replace PL004 - 2018 Ford Transit Connect	Fleet	3. High					67,900
FL24083	CU - Replace CU001 - 07 Dodge Caravan	Fleet	3. High					73,500
FL24084	EN - Replace EN001 - 2018 Ford Escape	Fleet	3. High					56,600
FL24085	FC - Replace FC066 - 2018 Ford F150	Fleet	3. High					96,200
FL24086	OP - Replace OP066 - 16 Mercedes Sprinter 3500	Fleet	3. High					113,100
FL24087	OP - Replace OP067 - 16 Mercedes Sprinter 3500	Fleet	3. High					113,100
FL24088	OP - Replace OP069 - 16 Wachs Valve Exercising Trailer	Fleet	3. High					113,100
FL24089	OP - Replace OP081 - 2018 Ford Escape	Fleet	3. High					67,900
FL24090	OP - Replace OP082 - 17 Cat 914M Loader	Fleet	3. High					203,700
FL24091	OP - Replace OP99P - 2018 Ver-Mac Sign Trailer	Fleet	3. High					33,900
FL24092	OP - Replace OP071A - 2018 F150 Crew Cab	Fleet	3. High					79,200
FL24093	PK - Replace PK073 - 2018 Ford F150 Super Cab	Fleet	3. High					84,900
FL24094	PK - Replace PK074 - 2018 F150 Super Cab	Fleet	3. High					84,900

Transportation & Mobility

Project ID	Project Name	Division	Priority	2024	2025	2026	2027	2028
FL24095	PK - Replace PK076 - 2018 F150 Super Cab	Fleet	3. High					79,200
FL24096	PK - Replace PK093 - 2022 Cormidi C13.85 Dumper	Fleet	3. High					33,900
FL24102	New Vehicle: Building Officials and Community Development Department	Fleet	4. Medium	70,000				
OP24011	Works Yard Improvements - Truck Wash Mechanical Works	Operations	3. High	60,000				
SO24016	OP087 - Replace 2018 Ford F150 Super Cab	Solid Waste	3. High					84,900
FI24002	Pay Parking Strategy	Finance	2. Council	60,000				
Total - Transportation & Mobility				368,500	1,112,000	1,860,000	1,678,700	1,386,000

Waste Reduction & Management

Project ID	Project Name	Division	Priority	2024	2025	2026	2027	2028
CA24006	Zero Waste Plan Implementation	Community Services Admin	4. Medium	130,000	30,000			
SO24001	Solid Waste Coordinator Resource Materials and Outreach Tools	Solid Waste	3. High	8,500	8,500	8,500	8,500	8,500
SO24002	Cart Replacement Plan	Solid Waste	3. High	103,500	106,100	108,800	111,500	114,300
SO24003	Public Waste Receptacles	Solid Waste	3. High	30,000	10,000	10,000	10,000	10,000
SO24004	Centralized Recycling Day	Solid Waste	3. High	10,000	10,000	10,000	10,000	10,000
SO24015	Curbside Recycling Monitoring & Audits	Solid Waste	3. High	20,000	20,000	20,000	20,000	20,000
Total - Waste Reduction & Management				302,000	184,600	157,300	160,000	162,800

Organization Wide

Project ID	Project Name	Division	Priority	2024	2025	2026	2027	2028
ES24022	Contaminated Sites Policy and Procedures (with Engineering and Planning)	Environmental Services	4. Medium	50,000				
Total - Organization Wide				50,000				

2024 - 2028 Capital Project by Department

Department	Total Project Count	2024	2025	2026	2027	2028
City Administration	1	125,000	125,000	125,000	150,000	125,000
Community Development	17	550,500	13,700	13,700	13,700	5,000
Corporate Services	1	10,000				
Community Services	208	6,761,300	6,415,200	4,947,500	4,038,500	6,842,000
Engineering & Operations	96	5,900,000	3,620,500	3,532,500	5,862,200	2,923,600
Fire Rescue	4	112,000	15,000			
Finance & Technology	15	957,000	273,000	100,000	85,000	690,000
Police	31	901,800	522,800	775,700	312,700	125,100
Utilities	27	8,387,000	3,644,200	3,408,400	2,968,000	3,015,700
	400	23,704,600	14,629,400	12,902,800	13,430,100	13,726,400

Strategic Plan Priorities	2024 Project Budget (\$)	Percentage (%)
Sustainable Core Services	19,447,000	82%
Healthy Community Development	2,705,200	11%
Resilient Natural Environment	1,389,400	6%
Vibrant and Prosperous Community	163,000	1%
Total - City	23,704,600	100%

2024 - 2028 Capital Projects

City Administration

Division	Total Project Count	2024	2025	2026	2027	2028
City Manager	1	125,000	125,000	125,000	150,000	125,000
Total	1	125,000	125,000	125,000	150,000	125,000

Strategic Plan Priorities	2024 Project Budget (\$)	Percentage (%)
Sustainable Core Services	125,000	100%
Total - City Administration	125,000	100%



Sustainable Core Services



Project ID		Project Name	Priority	2024	2025 - 2028	5-Year Total	Funding Source
1	CM24001	Council Strategic Plan Goals	Council	125,000	525,000	650,000	New Initiatives Reserve
		Total Projects - Sustainable Core Services		125,000	525,000	650,000	

Total Projects - City Administration

125,000 525,000 650,000



2024 - 2028 Capital Projects

Community Development

Division	Total Project Count	2024	2025	2026	2027	2028
Community Development Admin	5	130,500				
Policy Planning	12	420,000	13,700	13,700	13,700	5,000
Total	17	550,500	13,700	13,700	13,700	5,000

Strategic Plan Priorities	2024 Project Budget (\$)	Percentage (%)
Sustainable Core Services	112,300	20%
Healthy Community Development	392,700	71%
Vibrant and Prosperous Community	45,500	9%
Total - Community Development	550,500	100%

Community Development Projects



Sustainable Core Services



	Project ID	Project Name	Priority	2024	2025 - 2028	5-Year Total	Funding Source
1	PL24039	Create a Strategy for Weather-Responsive City Department Staffing and Equipment	Council	27,300		27,300	Local Government Climate Action Program
2	CD24016	Development Approval Procedures and Process Review - Implementation Phase	High	85,000		85,000	Development Process Reserve
Total Projects - Sustainable Core Services				112,300		112,300	

Healthy Community Development



	Project ID	Project Name	Priority	2024	2025 - 2028	5-Year Total	Funding Source
3	PL24040	Mandatory Building Benchmarking and Mandatory Disclosure for Part 3 Buildings	Council	30,000		30,000	Local Government Climate Action Program
4	PL24036	Building Benchmark BC	Council	13,000		13,000	Local Government Climate Action Program
5	PL24038	Engage Strata Councils and Large Building Management Companies	Council	10,000		10,000	Local Government Climate Action Program
6	PL24037	Update and Expand Rezoning Policies with a Climate Lens	Council	8,000		8,000	Local Government Climate Action Program
7	PL24017	Community Education - Extreme Weather	Council	5,000	20,000	25,000	Local Government Climate Action Program
8	PL24041	Missing Middle Housing Policy	High	170,000		170,000	Affordable Housing Reserve
9	PL24042	Rental Retention and Renewal - Economic Analysis	High	60,000		60,000	Affordable Housing Reserve
10	PL24043	Enhance Family Friendly Units Policy and Develop Design Guidelines	High	30,000		30,000	Affordable Housing Reserve
11	PL24031	Cool It! Climate Leadership Workshops	High	8,700	26,100	34,800	Local Government Climate Action Program
12	PL24044	Evaluation of Affordable Home Ownership Programs	Medium	40,000		40,000	Affordable Housing Reserve
13	PL24033	Moody Centre Streetscape Standards	Medium	18,000		18,000	Development Process Reserve
Total Projects - Healthy Community Development				392,700	46,100	438,800	

Vibrant and Prosperous Community



	Project ID	Project Name	Priority	2024	2025 - 2028	5-Year Total	Funding Source
14	CD24013	Establishing EDMP baseline & ILS updates	High	18,000		18,000	New Initiatives Reserve
15	CD24015	Foreign Direct Investment Attraction	High	12,500		12,500	New Initiatives Reserve
16	CD24011	Economic Impact Study of Port Moody Arts Centre	High	10,000		10,000	New Initiatives Reserve
17	CD24014	Promotional Package for Urban Industrial Investment	High	5,000		5,000	New Initiatives Reserve
Total Projects - Vibrant and Prosperous Community				45,500		45,500	

Total Projects - Community Development

550,500 46,100 596,600

2024 - 2028 Capital Projects

Corporate Services

Division	Total Project Count	2024	2025	2026	2027	2028
Communications and Engagement	1	10,000				
Total	1	10,000				

Strategic Plan Priorities	2024 Project Budget (\$)	Percentage (%)
Sustainable Core Services	10,000	100%
Total - Corporate Services	10,000	100%



Sustainable Core Services

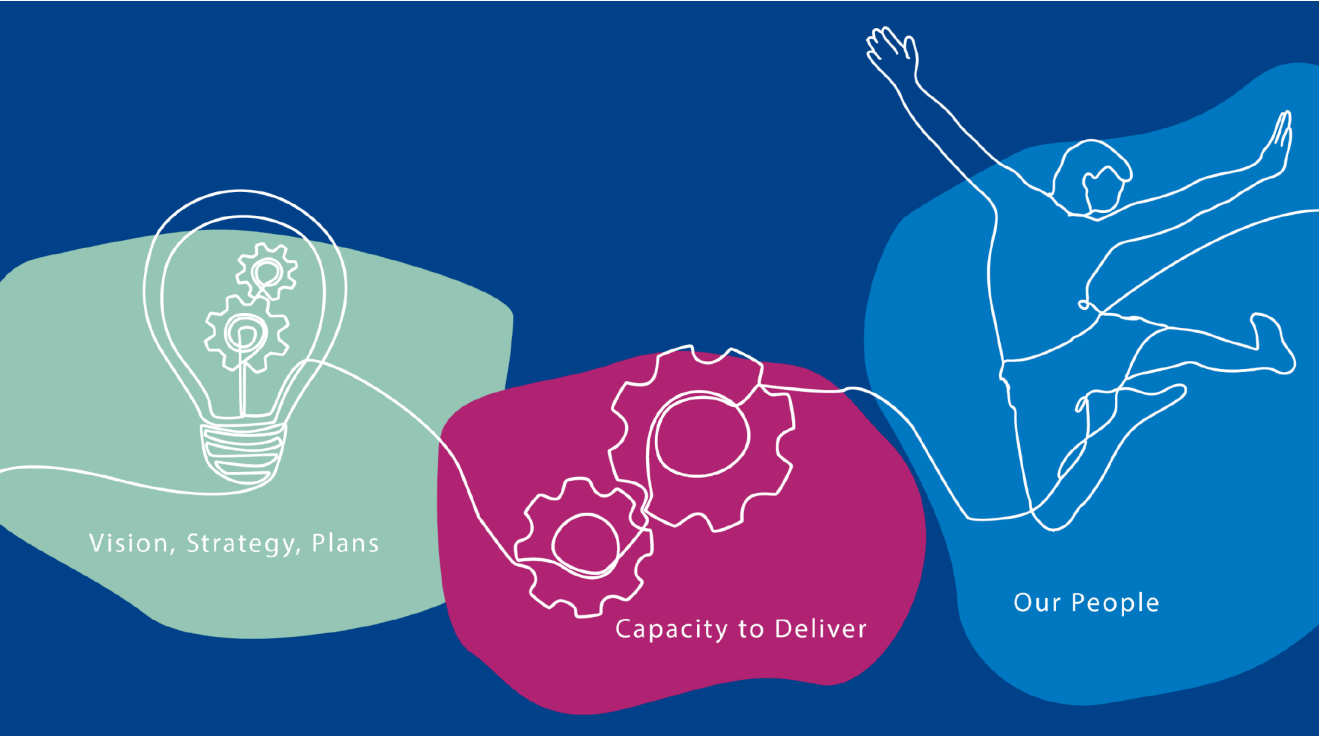


	Project ID	Project Name	Priority	2024	2025 - 2028	5-Year Total	Funding Source
1	CO24001	Internal Communication Strategy	High	10,000		10,000	New Initiatives Reserve
Total Projects - Sustainable Core Services				10,000		10,000	

Total Projects - Corporate Services

10,000

10,000



2024 - 2028 Capital Projects

Community Services

Division	Total Project Count	2024	2025	2026	2027	2028
Community Services Admin	3	355,000	430,000	100,000	100,000	
Cultural Services	25	67,000	265,500	33,000	70,000	62,500
Environmental Services	14	725,900	1,121,700	717,000	77,000	62,000
Facilities	101	3,899,400	3,210,000	2,298,000	2,653,000	6,294,000
Parks	59	1,670,500	1,114,000	1,549,500	1,138,500	423,500
Recreation	6	43,500	274,000	250,000		
Total	208	6,761,300	6,415,200	4,947,500	4,038,500	6,842,000

Strategic Plan Priorities	2024 Project Budget (\$)	Percentage (%)
Sustainable Core Services	3,856,400	57%
Healthy Community Development	1,645,500	24%
Resilient Natural Environment	1,149,400	17%
Vibrant and Prosperous Community	110,000	2%
Total - Community Services	6,761,300	100%



Sustainable Core Services									
	Project ID	Project Name	Priority		2024	2025 - 2028	5-Year Total	Funding Source	
1	CU24033	Inaugural Council	Council			10,000	10,000	New Initiatives Reserve	
2	FC24261	Recreation Complex - Ice Plant Heat Recovery (GHGR)	High			4,275,000	4,275,000	Climate Action Implementation Reserve	
3	FC24255	Works Yard - Electrical Chargers Infrastructure for vehicle fleet electrification (GHGR)	High		90,000	900,000	990,000	Climate Action Implementation Reserve	
4	FC24056	Westhill Pool - Pool Water Drainage to Sanitary System	High			950,000	950,000	Facilities Maintenance	
5	FC24240	Recreation Complex - Gymnasium Air Conditioning (GHGR)	High		800,000		800,000	Community Amenity Contribution	
6	FC24058	Facilities - Unplanned Emergency Capital Repairs	High		150,000	600,000	750,000	Facilities Maintenance	
7	FC24007	Civic Centre - Emergency Generator Replacement	High			500,000	500,000	Facilities Maintenance	
8	FC24112	Public Safety Building - Emergency Generator	High			500,000	500,000	Facilities Maintenance	
9	FC24246	Inlet Centre Firehall - Replace Building Heat Pump System	High		50,000	450,000	500,000	Facilities Maintenance	
10	FC24217	Recreation Complex - Arena 1 Dressing Rooms	High			491,000	491,000	Facilities Maintenance	
11	FC24137	Civic Centre - Carpet Replacement	High		130,000	260,000	390,000	Facilities Maintenance	
12	FC24020	Civic Centre - Washroom Upgrades	High		350,000		350,000	Facilities Maintenance	
13	FC24218	Works Yard - Building Envelope Replacement	High		258,000		258,000	Facilities Maintenance	
14	RS24003	Cardio Weight Room Equipment Replacement	High			250,000	250,000	Equipment - City	
15	FC24081	Glenayre Centre - Drain Tile Rebuild	High			225,000	225,000	Facilities Maintenance	
16	FC24219	Facilities - Security Upgrades	High		60,000	120,000	180,000	Facilities Maintenance	
17	FC24314	Works Yard - Replace RTU with ASHP (GHGR)	High			180,000	180,000	Facilities Maintenance	
18	RS24002	Selectorized Weight Room Equipment Replacement	High		30,000	120,000	150,000	Climate Action Implementation Reserve	
19	FC24260	Recreation Complex - Arena 2 Dehumidification Electrification (GHGR)	High			160,000	160,000	Equipment - City	
						145,000	145,000	Climate Action Implementation Reserve	
						140,000	140,000	Facilities Maintenance	
20	FC24220	Rocky Point Pool - Boiler Replacement (GHGR)	High		142,000		142,000	Climate Action Implementation Reserve	
					2,000		2,000	Facilities Maintenance	
21	FC24258	Rocky Point Pool - Install Pool Covers (GHGR)	High		125,000		125,000	Climate Action Implementation Reserve	
22	FC24305	Public Safety Building - Replace Gas Fired Heat Reclaim Unit (GHGR)	High			110,000	110,000	Facilities Maintenance	
						80,000	80,000	Climate Action Implementation Reserve	
23	FC24263	Recreation Complex - Arena 1 & 2 Gas Fired Radiant Tube Heaters Replacement (GHGR)	High			104,000	104,000	Facilities Maintenance	
						36,000	36,000	Climate Action Implementation Reserve	
24	FC24079	Facilities - Envelope Condition Assessments	High			100,000	100,000	Facilities Maintenance	
25	FC24105	Arts Centre - Condensing Units (GHGR)	High			100,000	100,000	Facilities Maintenance	
26	FC24265	Recreation Complex - Curling Rink Dehumidifier	High		100,000		100,000	Facilities Maintenance	
27	RS24001	Recreation Complex Spin Bike Replacement	High			90,000	90,000	Equipment - City	
28	FC24141	Civic Centre - Sumps and Pump Controls	High			85,000	85,000	Facilities Maintenance	
29	FC24243	Public Safety Building - Adding Access Door from Parking	High		85,000		85,000	Facilities Maintenance	
30	FC24074	Old Mill Boathouse - HVAC Equipment Replacement (GHGR)	High			81,000	81,000	Facilities Maintenance	
						36,000	36,000	Climate Action Implementation Reserve	
31	FC24249	Carpenters Shop - Building Energy Conservation Improvements (GHGR)	High		80,000		80,000	Climate Action Implementation Reserve	
					70,000		70,000	Facilities Maintenance	
32	FC24196	Recreation Complex - Lighting Retrofit (GHGR)	High			75,000	75,000	Climate Action Implementation Reserve	
33	FC24264	Recreation Complex - Arena 1 and Curling Rink Lighting Retrofit (GHGR)	High			75,000	75,000	Climate Action Implementation Reserve	
34	FC24280	Civic Centre - Lighting Retrofit (GHGR)	High			75,000	75,000	Climate Action Implementation Reserve	
35	FC24262	Recreation Complex - MUA-4 Heat Recovery (GHGR)	High			65,000	65,000	Climate Action Implementation Reserve	
						60,000	60,000	Facilities Maintenance	
36	FC24275	Inlet Centre Firehall - CCTV Replacement	High		15,000	50,000	65,000	Facilities Maintenance	
37	FC24308	Public Safety Building - Lighting Retrofit (GHGR)	High			65,000	65,000	Climate Action Implementation Reserve	



Sustainable Core Services											
	Project ID	Project Name	Priority		2024	2025 - 2028	5-Year Total	Funding Source			
38	FC24154	Kyle Centre - Parking Lot Repaving	High		61,000		61,000	Facilities Maintenance			
39	FC24051	Old Mill Boathouse - Fire Alarm and Sprinkler Systems Replacement	High			60,000	60,000	Facilities Maintenance			
40	FC24142	Facilities - Guard Rail Inspection	High			60,000	60,000	Facilities Maintenance			
41	FC24038	HMCC - Condition Assessment	High			50,000	50,000	Facilities Maintenance			
42	FC24321	Public Safety Building - Building Envelope Assessment	High			50,000	50,000	Facilities Maintenance			
43	FC24320	Facilities - Lighting Retrofit Feasibility Study	High			48,000	48,000	Climate Action Implementation Reserve			
44	FC24257	Rocky Point Pool - CO2 Heat Pump for DHW (GHGR)	High		41,000		41,000	Climate Action Implementation Reserve			
					29,000		29,000	Facilities Maintenance			
45	FC24270	Inlet Centre Firehall - Lighting Retrofit (GHGR)	High			40,000	40,000	Climate Action Implementation Reserve			
46	FC24232	Arts Centre - Furnace and DHW Heaters replacement (GHGR)	High			38,000	38,000	Climate Action Implementation Reserve			
						33,000	33,000	Facilities Maintenance			
47	CU24037	Inlet Theatre Fresnel Replacement	High			35,000	35,000	Equipment - City			
48	RS24005	Sound System Replacement for Aerobics Studio, Spin Studio, Wellness Room and Kyle Centre	High		35,000		35,000	Equipment - City			
49	FC24304	Public Safety Building - Replace Gas Fired Rooftop Unit with ASHP (GHGR)	High		34,000		34,000	Facilities Maintenance			
					6,000		6,000	Climate Action Implementation Reserve			
50	CU24014	Tricaster - Council streaming controller	High		30,000		30,000	Equipment - City			
51	CU24031	Lifecycle Replacement of Two Council Projectors	High			30,000	30,000	Equipment - City			
52	FC24065	Old Orchard Hall - Lighting Retrofit (GHGR)	High			30,000	30,000	Facilities Maintenance			
						18,000	18,000	Climate Action Implementation Reserve			
53	FC24131	Inlet Centre Firehall - FLS systems component replacement	High			30,000	30,000	Facilities Maintenance			
54	FC24296	Old Mill Boathouse - Lighting Retrofit (GHGR)	High			27,000	27,000	Climate Action Implementation Reserve			
55	CU24009	Council Microphone System	High			25,000	25,000	Equipment - City			
56	FC24252	Westhill Pool - Security Camera System	High		25,000		25,000	Facilities Maintenance			
57	FC24253	Heritage Mountain Community Centre - Security Camera System	High		25,000		25,000	Facilities Maintenance			
58	RS24007	Skate Sharpener Replacement	High			24,000	24,000	Equipment - City			
59	FC24312	Rocky Point PSB - Lighting Retrofit (GHGR)	High			23,000	23,000	Climate Action Implementation Reserve			
60	CU24039	Inlet Theatre Speaker Lifecycle Replacement	High			20,000	20,000	Equipment - City			
61	FC24204	Zamboni RS054 - Battery Replacement	High			17,000	17,000	Equipment Replacement Reserve Fund			
62	FC24205	Zamboni RS059 - Battery Replacement	High			17,000	17,000	Equipment Replacement Reserve Fund			
63	FC24254	Old Orchard Hall - Security Camera System	High		15,000		15,000	Facilities Maintenance			
64	FC24287	Recreation Complex - Floor Auto-Scrubber	High		15,000		15,000	Facilities Maintenance			
65	FC24292	Heritage Woods - CO2 DHW Heat Pump (GHGR)	High			15,000	15,000	Climate Action Implementation Reserve			
						9,000	9,000	Facilities Maintenance			
66	FC24286	Facilities - Floor Auto-Scrubber	High		12,000		12,000	Facilities Maintenance			
67	FC24290	Heritage Mountain Community Centre - Lighting Retrofit (GHGR)	High			12,000	12,000	Climate Action Implementation Reserve			
68	FC24319	Works Yard - Lighting Retrofit (GHGR)	High			12,000	12,000	Climate Action Implementation Reserve			
69	FC24322	Old Orchard Hall - Floor Auto-Scrubber	High		12,000		12,000	Facilities Maintenance			
70	FC24297	Old Orchard Hall Caretaker Residence - Replace DHW Heater with Heat Pump (GHGR)	High			11,000	11,000	Climate Action Implementation Reserve			
						9,000	9,000	Facilities Maintenance			
71	FC24301	Old Orchard Hall - Replace DHW Heater with Heat Pump (GHGR)	High			11,000	11,000	Climate Action Implementation Reserve			
						9,000	9,000	Facilities Maintenance			
72	CU24012	Theatre Seating and Drapery Cleaning (with application of fire retardant)	High		10,000		10,000	Equipment - City			
73	CU24036	Inlet Theatre Patch Bay and Audio Snakes Lifecycle Replacement	High		10,000		10,000	Equipment - City			
74	FC24309	Artist Studios - Replace DHW Heater with ASHP (GHGR)	High			9,000	9,000	Facilities Maintenance			
						9,000	9,000	Climate Action Implementation Reserve			



Sustainable Core Services									
	Project ID	Project Name	Priority		2024	2025 - 2028	5-Year Total	Funding Source	
75	FC24315	Works Yard - Replace DHW Heater with CO2 Heat Pump (GHGR)	High			9,000	9,000	Facilities Maintenance	
						9,000	9,000	Climate Action Implementation Reserve	
76	FC24256	Arts Centre - Lighting Retrofit (GHGR)	High			8,000	8,000	Climate Action Implementation Reserve	
						2,000	2,000	Facilities Maintenance	
77	FC24293	Old Fire Hall - Retrofit Furnace with Infrared Unit Heaters (GHGR)	High		8,000		8,000	Facilities Maintenance	
					3,000		3,000	Climate Action Implementation Reserve	
78	CU24038	Inlet Theatre Communications Equipment Lifecycle Replacement	High			7,500	7,500	Equipment - City	
79	FC24310	Artist Studios - Lighting Retrofit (GHGR)	High			5,000	5,000	Climate Action Implementation Reserve	
80	FC24273	Glenayre Centre - Lighting Retrofit (GHGR)	High			4,000	4,000	Climate Action Implementation Reserve	
81	FC24291	Heritage Woods - Lighting Retrofit (GHGR)	High			3,000	3,000	Climate Action Implementation Reserve	
82	FC24259	Rocky Point Pool - Lighting Retrofit (GHGR)	High			2,000	2,000	Facilities Maintenance	
83	FC24285	Fire Hall 2 - Lighting Retrofit (GHGR)	High			2,000	2,000	Climate Action Implementation Reserve	
84	FC24295	Kyle Centre - Lighting Retrofit (GHGR)	High			2,000	2,000	Climate Action Implementation Reserve	
85	FC24299	Old Orchard Hall Caretaker Residence - Lighting Retrofit (GHGR)	High			1,000	1,000	Climate Action Implementation Reserve	
86	FC24242	Recreation Complex - Skate Shop Renovation	Medium		436,400		436,400	Facilities Maintenance	
87	FC24170	Recreation Complex - Parking Lot Repairs and Repaving	Medium			350,000	350,000	Facilities Maintenance	
88	FC24251	Recreation Complex - Curling Rink Electrical Room Upgrade	Medium			350,000	350,000	Facilities Maintenance	
89	FC24121	Recreation Complex - Arena 1 Lobby Washrooms	Medium			320,000	320,000	Facilities Maintenance	
90	FC24164	Public Safety Building - Install Direct Digital Control System (GHGR)	Medium		220,000		220,000	Climate Action Implementation Reserve	
91	FC24172	Recreation Complex - Security Camera Improvements	Medium		20,000	200,000	220,000	Facilities Maintenance	
92	FC24160	Old Orchard Hall - HVAC Equipment Replacement - Heat Pump System(GHGR)	Medium			175,000	175,000	Facilities Maintenance	
						105,000	105,000	Climate Action Implementation Reserve	
93	FC24130	Inlet Centre Firehall - Exterior assorted life cycle maintenance	Medium			150,000	150,000	Facilities Maintenance	
94	FC24067	Public Safety Building - Painting	Medium			120,000	120,000	Facilities Maintenance	
95	FC24028	Recreation Complex - Gymnasium Floor	Medium			110,000	110,000	Facilities Maintenance	
96	CU24028	Inlet Theatre Ceiling Tile Replacement	Medium			100,000	100,000	Facilities Maintenance	
97	FC24010	Recreation Complex - Main Entrance Concrete Repairs	Medium			100,000	100,000	Facilities Maintenance	
98	CA24004	Emergency Social Services (ESS) Plan and Program Update	Medium		50,000		50,000	New Initiatives Reserve	
99	FC24003	Inlet Centre Firehall - Interior painting	Medium		50,000		50,000	Facilities Maintenance	
100	FC24004	Arts Centre - Washroom Upgrades	Medium			50,000	50,000	Facilities Maintenance	
101	FC24037	Old Mill Boathouse - Condition Assessment	Medium			50,000	50,000	Facilities Maintenance	
102	FC24135	Works Yard - Security Camera System	Medium		50,000		50,000	Facilities Maintenance	
103	CU24005	Film Projector Replacement	Medium			48,000	48,000	Equipment - City	
104	FC24129	Glenayre Centre - Gas furnace replacement with ASHP (GHGR)	Medium			43,000	43,000	Facilities Maintenance	
105	FC24136	Arts Centre - Interior Painting	Medium			40,000	40,000	Facilities Maintenance	
106	FC24132	Inlet Centre Firehall - DDC controls components	Medium		35,000		35,000	Facilities Maintenance	
107	FC24268	Inlet Centre Firehall - Replace DHW Heater with Heat Pump (GHGR)	Medium			35,000	35,000	Facilities Maintenance	
108	CU24023	Theatre Drape Replacement	Medium			30,000	30,000	Equipment - City	
109	FC24266	Civic Centre - Replace Gas-fired RTUs with ASHP RTU (GHGR)	Medium			30,000	30,000	Facilities Maintenance	
110	FC24317	Works Yard - Install Direct Digital Control and integrate in Reliable Control Network (GHGR)	Medium		30,000		30,000	Climate Action Implementation Reserve	
111	CU24026	Amplifier Replacement	Medium			17,500	17,500	Equipment - City	
112	CU24040	Newport Digital Sign Improvements	Medium		17,000		17,000	Equipment - City	
113	CU24020	Film Screen Replacement	Medium			15,000	15,000	Equipment - City	
114	FC24247	Carpenters Shop - New Table Saw	Medium		15,000		15,000	Equipment - City	
115	FC24248	Carpenters Shop - Plumbing Pipe Inspection Camera	Medium		15,000		15,000	Equipment - City	



Sustainable Core Services



	Project ID	Project Name	Priority	2024	2025 - 2028	5-Year Total	Funding Source
116	CU24029	Inlet Theatre Carpet Replacement	Medium		13,500	13,500	Facilities Maintenance
117	CU24006	Galleria Event Tables (6') and Benches	Medium		10,500	10,500	Equipment - City
118	CU24032	Lifecycle Replacement Intelligent Lights in Theatre (x2)	Medium		10,000	10,000	Equipment - City
119	FC24012	Fire Hall 2 - Interior painting	Medium	10,000		10,000	Facilities Maintenance
120	CU24002	Bistro Fridges - Bar and Commercial Catering	Medium		9,000	9,000	Equipment - City
121	FC24283	Fire Hall 2 - Replace DHW Heater with Heat Pump (GHGR)	Medium		9,000	9,000	Facilities Maintenance
					1,000	1,000	Climate Action Implementation Reserve
122	CU24027	Wireless Microphone Replacement	Medium		8,000	8,000	Equipment - City
123	CU24018	Inlet Theatre Stage Repairs	Medium		7,500	7,500	Equipment - City
124	CU24025	Inlet Theatre Audio Console Replacement	Medium		7,500	7,500	Equipment - City
125	CU24019	Replacement of Assisted Listening System	Medium		6,000	6,000	Equipment - City
126	CU24021	Replacement of Exterior Brovold Room Lighting Fixtures	Medium		6,000	6,000	Equipment - City
Total Projects - Sustainable Core Services				3,856,400	14,925,000	18,781,400	



Feedback from residents: "Thank you for the new Inlet Field: It is wonderful to see the transformation from a gravel parking lot to a vibrant community space. With the increasing population density in Port Moody, especially in the area around the inlet, new park and recreation spaces like this are vital."



Healthy Community Development



	Project ID	Project Name	Priority	2024	2025 - 2028	5-Year Total	Funding Source
127	PK24146	Rocky Point Park Detailed Design	Council		70,000	70,000	DCC Parks
128	PK24016	Heritage Mountain Grass Sportsfield Rehabilitation (Lifecycle Asset Management)	High		730,000	730,000	Parks
129	PK24038	Playground Rehabilitation - Art Wilkinson Playground (Lifecycle Replacement and Expansion)	High		250,000	250,000	Community Amenity Contribution
130	PK24074	Chip Kerr Park Redevelopment	High		160,000	160,000	Parks
131	PK24141	SD43 Joint Use Future Project - Port Moody Senior Rebuild Basketball and Sports Court	High	160,000		160,000	Community Amenity Contribution
132	PK24113	Water Fountain Replacements and New Upgrades	High	155,000		155,000	Parks
133	PK24043	Easthill Park - Water Park Replacement and Expansion	High	132,000		132,000	Parks
				88,000		88,000	Community Amenity Contribution
134	PK24140	Conversion of Existing Field Lights to LED Lighting - North Shore Community Park	High		130,000	130,000	Parks
					130,000	130,000	Climate Action Implementation Reserve
135	FC24197	Civic Centre - Exterior Paver Ongoing Repairs	High	25,000	100,000	125,000	Facilities Maintenance
136	PK24093	Irrigation Replacement - (Lifecycle Replacement)	High	40,000	80,000	120,000	Parks
137	PK24032	Annual Repairs for Pathways in Parks (Lifecycle Replacement)	High	20,000	95,000	115,000	Parks
138	FC24143	Facilities - Hazardous Materials Inventory and Labelling in all Buildings	High	50,000	50,000	100,000	Facilities Maintenance
139	PK24139	Conversion of Existing Field Lights to LED Lighting - Trasolini Field	High		100,000	100,000	Parks
					100,000	100,000	Climate Action Implementation Reserve
140	PK24142	SD43 Joint Use Future Project - Resurfacing and Improvements to Heritage Woods/North Shore Community Park Basketball Courts	High	100,000		100,000	Community Amenity Contribution
141	PK24030	Fencing - Repair/Replacement of Fencing (Lifecycle Asset Management)	High	15,000	80,000	95,000	Parks
142	PK24112	Art Wilkinson - Tennis / Sport Court Fencing Replacement	High	75,000		75,000	Parks
143	PK24144	Old Orchard Park Detailed Design (subject to Old Orchard Master Plan approval)	High	70,000		70,000	Unallocated
144	PK24126	North Shore Community Park - Staircase and Pathway Construction	High		50,000	50,000	Parks
145	PK24143	Basketball Backboards and Hoops (Extendible) for Westhill Sports Box	High	40,000		40,000	Parks
146	PK24138	Town Centre Park - Outdoor Fitness Equipment	High		35,000	35,000	Community Amenity Contribution
147	PK24053	Dog Management Strategy - Additional Scope	High	30,000		30,000	New Initiatives Reserve
148	PK24125	Heritage Mountain Park - Wood Stairs at Field Replacement	High		25,000	25,000	Parks
149	PK24133	Alfred Howe Greenway Upgrades	High	25,000		25,000	Parks
150	RS24006	Industrial Fans for Arenas	High	8,500		8,500	Equipment - City
151	CA24002	Civic Complex Exterior Upgrades and Enhancement (Phase II)	Medium	175,000	600,000	775,000	Density Bonus
152	PK24017	Parks/Green Infrastructure - Planning/Asset Management Program	Medium	45,000	180,000	225,000	Parks
153	PK24040	Cedarwood Park - Spray Park Replacement	Medium		145,000	145,000	Parks
154	PK24124	Heritage Mountain Park - Playground Upgrade	Medium		130,000	130,000	Parks
155	ES24016	Shoreline Trail Interpretive Signage (with Parks)	Medium	70,000	40,000	110,000	Unallocated
156	PK24004	Playground Equipment Repair	Medium	20,000	85,000	105,000	Parks
157	PK24102	Flavelle Park Playground Replacement	Medium		95,000	95,000	Parks
158	PK24109	Greenleaf Park - Playground Upgrade	Medium		75,000	75,000	Parks
159	PK24131	Foxwood Park - Playground Update and Surfacing	Medium		55,000	55,000	Parks
160	PK24137	Flavelle Park - Basketball/Sports Court Upgrade	Medium	55,000		55,000	Parks
161	ES24022	Contaminated Sites Policy and Procedures (with Engineering and Planning)	Medium	50,000		50,000	Development Process Reserve
162	PK24147	Town Centre Park - Inclusion of LED Lighting for Pickleball Courts	Medium	50,000		50,000	Community Amenity Contribution
163	PK24066	Greenleaf Park Sports Court - Fencing Replacement	Medium	40,000		40,000	Parks
164	PK24129	Aspenwood Park - Staircase Replacement Trail to Field	Medium		40,000	40,000	Parks
165	PK24122	North Shore Community Park - Tennis Court Resurfacing and Line Painting	Medium		35,000	35,000	Parks
166	PK24073	Easthill Park - Water Fountain	Medium		30,000	30,000	Parks
167	PK24078	Chestnut Way Park - Water Fountain	Medium		30,000	30,000	Parks
168	PK24099	Greenleaf Park - Water Fountain	Medium		30,000	30,000	Parks



Healthy Community Development



	Project ID	Project Name	Priority	2024	2025 - 2028	5-Year Total	Funding Source
169	PK24104	Foxwood Park - Sports Court Resurfacing	Medium	30,000		30,000	Parks
170	PK24128	Westhill Park - Capital Repairs - Additional Ping Pong Table / Picnic Tables	Medium		25,000	25,000	Parks
171	PK24130	Aspenwood Park - Allen Block Retaining Wall Condition Assessment and Repairs	Medium		15,000	15,000	Parks
172	PK24123	Greenleaf Park Water Spray Feature Upgrade	Medium		10,000	10,000	Parks
173	PK24103	Twin Creeks - Natural Playground	Low		65,000	65,000	Community Amenity Contribution
174	PK24132	Town Centre Park - Children Climbing Wall at Front of Recreation Centre	Low	30,000		30,000	Community Amenity Contribution
175	PK24091	Art Wilkinson - Tennis Court Surfacing	Low	27,000		27,000	Parks
176	PK24092	Klahanie Greenway Bench Replacement	Low	20,000		20,000	Klahanie Greenway
177	PK24121	Twin Creeks Park Pathway Resurfacing	Low		10,000	10,000	Parks
Total Projects - Healthy Community Development				1,645,500	3,880,000	5,525,500	



Urban Forest Management Strategy Public Engagement



Resilient Natural Environment



	Project ID	Project Name	Priority		2024	2025 - 2028	5-Year Total	Funding Source
178	PK24023	Urban Forestry - Tree Replacement Program	Council		20,000	90,000	110,000	Unallocated
179	ES24018	CLIMATE ACTION PLAN: Develop and Update the Invasive Species Management Program	Council		30,900	21,700	52,600	Unallocated
180	ES24015	CLIMATE ACTION PLAN - Tidal Park Protection and Restoration	High		87,500	425,000	512,500	Unallocated
					87,500	425,000	512,500	Community Amenity Contribution
181	PK24012	Urban Forestry - Tree Removals/Mitigation for City Lands	High		75,000	350,000	425,000	Parks
182	PK24119	Tree Planting Program - 2x Aux Staff	High		58,000	116,000	174,000	Unallocated
183	PK24134	FLEET - Purchase new F550 Hooklift Truck (Urban Forestry)	High			150,000	150,000	Equipment Replacement Reserve Fund
184	PK24010	Horticulture Vegetation Replacement Program - City Lands	High		15,000	75,000	90,000	Parks
185	ES24004	Targeted Knotweed Removal	High		25,000	55,000	80,000	Unallocated
186	PK24002	Flavelle Park - Lifecycle Maintenance Wooden Deck (Lifecycle Asset Management)	High		55,000		55,000	Parks
187	PK24118	Urban Forestry Student - Multi-year	High		17,000	35,500	52,500	New Initiatives Reserve
188	PK24116	Shoreline Trail - Gravel Pathway Upgrades - OOP to RPP	High		45,000		45,000	Parks
189	FC24276	Inlet Centre Firehall - Extricating Training Pad	High		10,000	30,000	40,000	Facilities Maintenance
190	PK24117	Urban Forestry - Tree Planting Master Plan	High		35,000		35,000	New Initiatives Reserve
191	ES24002	Fish Passage and Habitat Enhancement	High		6,000	24,000	30,000	Unallocated
					6,000	24,000	30,000	Drainage Capital Reserve
192	PK24033	Bert Flinn Park Infrastructure Improvements	High		30,000		30,000	Parks
193	ES24001	Spill Management	High		2,500	10,000	12,500	Unallocated
					2,500	10,000	12,500	Drainage Capital Reserve
194	ES24006	CLIMATE ACTION PLAN - Ecological Restoration and Enhancement Projects - Lower Suter Brook Creek	Medium		180,000	495,000	675,000	Grants
					20,000	55,000	75,000	Unallocated
195	ES24012	CLIMATE ACTION PLAN - Ecological Restoration and Enhancement Projects	Medium		45,000	180,000	225,000	Unallocated
196	PK24062	Street Tree Maintenance Program	Medium		36,000	174,000	210,000	Parks
197	CA24006	Zero Waste Plan Implementation	Medium		130,000	30,000	160,000	Local Government Climate Action Program
198	ES24020	CLIMATE ACTION PLAN - Natural Area Parks Protection in Wildfire Fuel Treatment Areas (with PMFR)	Medium		35,000	120,000	155,000	Unallocated
199	PK24008	Rocky Point Park - Picnic Shelter Rehabilitation	Medium			75,000	75,000	Parks
200	ES24013	Wildlife and Environment Student Outreach Program	Medium		30,000	30,000	60,000	Unallocated
					8,000	8,000	16,000	Grants
201	PK24014	Goose Management Program	Medium		10,000	40,000	50,000	Parks
202	ES24021	CLIMATE ACTION PLAN - Erosion and Revegetation Response	Medium		15,000	30,000	45,000	Unallocated
203	PK24006	Chafer Beetle/Invasive Pests Management Program - City Lands	Medium		7,500	30,000	37,500	Parks
204	ES24019	CLIMATE ACTION PLAN - Erosion and Sediment Control Audit	Medium		15,000	15,000	30,000	Drainage Capital Reserve
205	ES24014	CLIMATE ACTION PLAN - Bat Habitat Enhancement at Old Mill Pond	Low		10,000	10,000	20,000	Unallocated
Total Projects - Resilient Natural Environment					1,149,400	3,133,200	4,282,600	

Vibrant and Prosperous Community



	Project ID	Project Name	Priority		2024	2025 - 2028	5-Year Total	Funding Source
206	FC24241	Facilities - Accessibility Improvements	High		100,000	250,000	350,000	Facilities Maintenance
207	CU24013	Replacement of Galleria Sound System	High			15,000	15,000	Equipment - City
208	FC24018	Facilities - Parking Lot Line Repainting	Medium		10,000	40,000	50,000	Facilities Maintenance
Total Projects - Vibrant and Prosperous Community					110,000	305,000	415,000	

Total Projects - Community Services

6,761,300 22,243,200 29,004,500

2024 - 2028 Capital Projects

Engineering & Operations

Division	Total Project Count	2024	2025	2026	2027	2028
Engineering	28	5,342,000	2,535,000	1,665,000	4,165,000	1,615,000
Fleet	64	363,500	1,078,000	1,860,000	1,689,700	1,301,100
Operations	1	60,000				
Operations Admin	3	134,500	7,500	7,500	7,500	7,500
Total	96	5,900,000	3,620,500	3,532,500	5,862,200	2,923,600

Strategic Plan Priorities	2024 Project Budget (\$)	Percentage (%)
Sustainable Core Services	5,167,500	88%
Healthy Community Development	655,000	11%
Resilient Natural Environment	70,000	0.9%
Vibrant and Prosperous Community	7,500	0.1%
Total - Engineering & Operations	5,900,000	100%



Sustainable Core Services



	Project ID	Project Name	Priority	2024	2025 - 2028	5-Year Total	Funding Source
1	EN24006	Local Road Network (LRN) Road Reconstruction Program	High	1,000,000	3,000,000	4,000,000	Transportation
2	EN24009	Major Road Network (MRN) Road Rehabilitation Program	High	2,750,000	200,000	2,950,000	MRN Pavement Rehab Reserve
3	FL24075	OP - Replace OP086 - 2020 Freightliner 114SD VACTOR	High		827,900	827,900	Equipment Replacement Reserve Fund
4	EN24001	Traffic Signal Asset Management Program	High	150,000	600,000	750,000	Transportation
5	FL24051	OP - Replace OP079 - 2018 Peterbilt Elgin Crosswind	High		484,600	484,600	Equipment Replacement Reserve Fund
6	FL24052	OP - Replace OP080 - 2018 Freightliner 108SD Dump	High		457,700	457,700	Equipment Replacement Reserve Fund
7	EN24004	Above-Ground Infrastructure - Planning/Asset Management	High	75,000	300,000	375,000	Transportation
8	FL24037	OP - Replace OP074 - 17 Cat 430F2 Backhoe Loader	High		289,300	289,300	Equipment Replacement Reserve Fund
9	EN24008	Bridge & Overpass Structures - Monitoring, Scoping, Assessment & Minor Repairs	High	50,000	200,000	250,000	Transportation
10	EN24025	Traffic Signal New Infrastructure	High	50,000	200,000	250,000	Transportation
11	EN24005	Engineering Project Management and Development Resource	High	48,000	192,000	240,000	Transportation
				36,000	144,000	180,000	Sewer Capital Reserve
				36,000	144,000	180,000	Water Capital Reserve
12	FL24090	OP - Replace OP082 - 17 Cat 914M Loader	High		203,700	203,700	Equipment Replacement Reserve Fund
13	FL24053	OP - Replace OP100 - 2020 F550 Bucket Truck	High		193,800	193,800	Equipment Replacement Reserve Fund
14	FL24039	OP - Replace OP070 - 17 Ford F550 Crew Cab Dump	High		189,100	189,100	Equipment Replacement Reserve Fund
15	FL24034	PK - Replace PK069 - 17 F550 Dump	High		183,900	183,900	Equipment Replacement Reserve Fund
16	FL24038	PK - Replace PK072 - 17 F550 Super Cab Dump	High		183,900	183,900	Equipment Replacement Reserve Fund
17	FL24061	FD - Replace FR022 - 16 Ford F550 Hooklift	High		183,100	183,100	Equipment Replacement Reserve Fund
18	EN24032	Streetlight LED Replacement	High	150,000		150,000	MRN General Rehab Reserve
19	EN24013	Electrical & Communications Infrastructure Improvements	High	30,000	120,000	150,000	Transportation
20	FL24086	OP - Replace OP066 - 16 Mercedes Sprinter 3500	High		113,100	113,100	Equipment Replacement Reserve Fund
21	FL24087	OP - Replace OP067 - 16 Mercedes Sprinter 3500	High		113,100	113,100	Equipment Replacement Reserve Fund
22	FL24088	OP - Replace OP069 - 16 Wachs Valve Exercising Trailer	High		113,100	113,100	Equipment Replacement Reserve Fund
23	EN24016	Bridge and Major Structures Inventory Inspection	High	100,000		100,000	Transportation
24	EN24015	Streetlight Improvement Program	High		100,000	100,000	Transportation
25	FL24063	FC - Replace FC064 - 17 Ford Transit Van	High		99,300	99,300	Equipment Replacement Reserve Fund
26	FL24072	OP - Replace OP091 - 2017 Ford F350 Super Cab	High		99,300	99,300	Equipment Replacement Reserve Fund
27	FL24074	OP - Replace OP078 - 17 Ford F350 Super Cab 4x4	High		99,300	99,300	Equipment Replacement Reserve Fund
28	FL24048	OP - Replace OP060 - 16 Ford Transit 350 Van	High		96,900	96,900	Equipment Replacement Reserve Fund
29	FL24054	OP - Replace OP99M - 2013 Kohler Mobile Generator	High		96,900	96,900	Equipment Replacement Reserve Fund
30	FL24085	FC - Replace FC066 - 2018 Ford F150	High		96,200	96,200	Equipment Replacement Reserve Fund
31	FL24062	FC - Replace FC063 - 17 Ford F150 Super Cab 4x4	High		93,800	93,800	Equipment Replacement Reserve Fund
32	FL24047	OP - Replace OP059 - 16 F150 4x4 Super Cab	High		91,500	91,500	Equipment Replacement Reserve Fund
33	FL24065	FD - Replace FR023 - 2017 Ford Explorer Interceptor	High		88,300	88,300	Equipment Replacement Reserve Fund
34	FL24073	OP - Replace OP073 - 17 Ford F150 Super CrewPU 4WD	High		88,300	88,300	Equipment Replacement Reserve Fund
35	FL24093	PK - Replace PK073 - 2018 Ford F150 Super Cab	High		84,900	84,900	Equipment Replacement Reserve Fund
36	FL24094	PK - Replace PK074 - 2018 F150 Super Cab	High		84,900	84,900	Equipment Replacement Reserve Fund
37	FL24050	OP - Replace OP068 - 16 Ford F150 Super Cab 4x4	High		80,800	80,800	Equipment Replacement Reserve Fund
38	FL24055	PK - Replace PK065A - 2016 Ford F150 Super Cab	High		80,800	80,800	Equipment Replacement Reserve Fund
39	FL24092	OP - Replace OP071A - 2018 F150 Crew Cab	High		79,200	79,200	Equipment Replacement Reserve Fund
40	FL24095	PK - Replace PK076 - 2018 F150 Super Cab	High		79,200	79,200	Equipment Replacement Reserve Fund
41	FL24083	CU - Replace CU001 - 07 Dodge Caravan	High		73,500	73,500	Equipment Replacement Reserve Fund
42	FL24064	FC - Replace FC067 - 2017 Ford Transit Connect	High		71,700	71,700	Equipment Replacement Reserve Fund



Sustainable Core Services



	Project ID	Project Name	Priority		2024	2025 - 2028	5-Year Total	Funding Source
43	FL24069	PK - Replace PK087 - 2021 John Deere 1575 Terrain Cut	High			71,700	71,700	Equipment Replacement Reserve Fund
44	FL24076	OP - Replace OP105 - 2021 John Deere 1575 Terrain Cut	High			71,700	71,700	Equipment Replacement Reserve Fund
45	FL24082	BL - Replace PL004 - 2018 Ford Transit Connect	High			67,900	67,900	Equipment Replacement Reserve Fund
46	FL24089	OP - Replace OP081 - 2018 Ford Escape	High			67,900	67,900	Equipment Replacement Reserve Fund
47	FL24001	BL - Replace PL003 - 2016 Ford Focus Electric CX902L	High		66,600		66,600	Equipment Replacement Reserve Fund
48	FL24098	Fleet Garage Improvements - Bulk Oil Storage and Distribution System	High		60,000		60,000	Equipment - City
49	FL24084	EN - Replace EN001 - 2018 Ford Escape	High			56,600	56,600	Equipment Replacement Reserve Fund
50	FL24056	PK - Replace PK077 - 2018 Kubota 1100C	High		56,400		56,400	Equipment Replacement Reserve Fund
51	EN24053	Engineering & Operations Infrastructure Asset Life Cycle Program	High		10,000	40,000	50,000	Transportation
					10,000	40,000	50,000	Sewer Capital Reserve
					10,000	40,000	50,000	Water Capital Reserve
52	EN24054	Engineering & Operations Work Process / Work Control Program	High		10,000	40,000	50,000	Transportation
					10,000	40,000	50,000	Sewer Capital Reserve
					10,000	40,000	50,000	Water Capital Reserve
53	FL24049	OP - Replace OP062 - 14 Clarke 5,000lbs Forklift	High			43,100	43,100	Equipment Replacement Reserve Fund
54	OP24011	Works Yard Improvements - Truck Wash Mechanical Works	High		40,000		40,000	Equipment - City
					10,000		10,000	Sanitation Utility Reserve
					10,000		10,000	Sewer Capital Reserve
55	EN24051	Barnet Hwy/View Street Fence Replacement	High		37,000		37,000	Transportation
56	FL24010	OP - Replace OP099L - 2011 Ingersol Lightsource Trailer	High			36,800	36,800	Equipment Replacement Reserve Fund
57	FL24023	PK - Replace PK017 - 2008 Agri-Metal Tuff Vac Sweeper Attachment	High			36,800	36,800	Equipment Replacement Reserve Fund
58	FL24091	OP - Replace OP99P - 2018 Ver-Mac Sign Trailer	High			33,900	33,900	Equipment Replacement Reserve Fund
59	FL24096	PK - Replace PK093 - 2022 Cormidi C13.85 Dumper	High			33,900	33,900	Equipment Replacement Reserve Fund
60	OA24003	Work Control Technician	High		30,600		30,600	Sanitation Utility Reserve
					30,600		30,600	Sewer Capital Reserve
					30,600		30,600	Water Capital Reserve
61	FL24004	FD - Replace FR014 - 09 Wells Cargo Trailer	High			29,300	29,300	Equipment Replacement Reserve Fund
62	FL24011	OP - Replace OP99F - 2012 Atlas Copco Air Compressor Trailer 8643IC	High			28,400	28,400	Equipment Replacement Reserve Fund
63	FL24016	OP - Replace OP056 - 2014 Cargo Express Trailer (Civil Construction)	High			27,800	27,800	Equipment Replacement Reserve Fund
64	FL24046	OP - Replace OP034 - 2009 Trailtech Tilt Trailer	High			26,300	26,300	Equipment Replacement Reserve Fund
65	FL24058	PK - Replace PKM002 - Redexim Overseeder	High			26,300	26,300	Equipment Replacement Reserve Fund
66	EN24026	Development Cost Charges (DCC) Program Update	High		25,000		25,000	Transportation
					20,000		20,000	Drainage Capital Reserve
					20,000		20,000	Sewer Capital Reserve
					20,000		20,000	Water Capital Reserve
67	FL24097	Fleet Garage Improvements - Exterior Building Appurtenances	High		25,000		25,000	Equipment - City
68	FL24067	PK - Replace PK078 - 2019 Redexim Level Spike 2200	High			22,100	22,100	Equipment Replacement Reserve Fund
69	FL24060	FD - Replace FR019 - 11 Wells Cargo Trailer	High			21,500	21,500	Equipment Replacement Reserve Fund
70	FL24015	OP - Replace OP040A - 2013 Flatbed (Flushing) Trailer	High			18,900	18,900	Equipment Replacement Reserve Fund
71	FL24068	PK - Replace PK079 - 2019 Redexim Verti Groom 2000	High			16,600	16,600	Equipment Replacement Reserve Fund
72	FL24071	OP - Replace OP106 - 2021 John Deere W61R Mower	High			16,600	16,600	Equipment Replacement Reserve Fund
73	FL24057	PK - Replace PK084 - 2019 Ferris FB2000	High			15,800	15,800	Equipment Replacement Reserve Fund
74	FL24002	FD - Replace FR015 - 2006 Rainbow Trailer - 02952y	High			14,700	14,700	Equipment Replacement Reserve Fund
75	FL24042	OP - Replace OP104 - 2021 Big Tex Tandem Trailer	High			12,100	12,100	Equipment Replacement Reserve Fund



Sustainable Core Services

	Project ID	Project Name	Priority	2024	2025 - 2028	5-Year Total	Funding Source
76	FL24070	PK - Replace PK088 - 2021 Snake River Trailer	High		11,000	11,000	Equipment Replacement Reserve Fund
77	FL24099	Fleet Maintenance - New Diagnostic Laptop	High	10,000		10,000	Equipment - City
78	OA24005	Operations Center (WY) Space Planning and Review	High	8,800		8,800	Unallocated
				8,800		8,800	Sanitation Utility Reserve
				8,800		8,800	Sewer Capital Reserve
				8,800		8,800	Water Capital Reserve
				8,800		8,800	Water Capital Reserve
79	FL24032	PK - Replace PKM001 - 2017 Kubota VS400 Premium Spreader	High	5,500		5,500	Equipment Replacement Reserve Fund
80	EN24033	Barnet Highway CP Rail Overpass Deck Rehabilitation	Medium		1,875,000	1,875,000	Grants
					375,000	375,000	MRN Pavement Rehab Reserve
					250,000	250,000	Transportation
81	FL24102	New Vehicle: Building Officials and Community Development Department	Medium	70,000		70,000	Waste Management Operating Reserve
82	EN24042	Pavement Policy	Medium	30,000		30,000	Transportation
Total Projects - Sustainable Core Services				5,167,500	13,868,800	19,036,300	



PK105 - Parks - the newest electric vehicle



Healthy Community Development



	Project ID	Project Name	Priority		2024	2025 - 2028	5-Year Total	Funding Source
83	EN24044	Moray Street Traffic Calming	High		75,000	720,000	795,000	Transportation
84	EN24037	Pedestrian Walkways/Accessibility Capital Rehabilitation Program	High		75,000	300,000	375,000	Transportation
					25,000	100,000	125,000	MRN General Rehab Reserve
85	EN24031	Neighbourhood Traffic Calming Program	High		60,000	240,000	300,000	Transportation
86	EN24007	Traffic Safety Initiatives	High		50,000	200,000	250,000	Transportation
87	EN24043	Traffic Safety Speed Humps Program	High		40,000	160,000	200,000	Transportation
88	EN24003	Transit Infrastructure - Bus Stop Accessibility Improvements	High		30,000	120,000	150,000	Transportation
89	EN24021	School Traffic Safety Initiative	High		50,000	100,000	150,000	Transportation
90	EN24052	Panorama Drive Active School Transportation/Travel Planning Improvement	High		150,000		150,000	Transportation
91	EN24048	City Walkways Assessment	High		50,000		50,000	Transportation
92	EN24046	Prince & Union Boulevard Upgrade	Medium			100,000	100,000	Transportation
93	EN24047	Barnet Highway St Johns to View St Traffic Functional Study	Medium		50,000		50,000	Transportation
Total Projects - Healthy Community Development					655,000	2,040,000	2,695,000	

Resilient Natural Environment



	Project ID	Project Name	Priority		2024	2025 - 2028	5-Year Total	Funding Source
94	FL24100	PK101B - Buyout Lease for F150 Hybrid	High		35,000		35,000	Equipment Replacement Reserve Fund
95	FL24101	PK103 - Buyout Lease for F150 Hybrid Capital	High		35,000		35,000	Equipment Replacement Reserve Fund
Total Projects - Resilient Natural Environment					70,000		70,000	

Vibrant and Prosperous Community



	Project ID	Project Name	Priority		2024	2025 - 2028	5-Year Total	Funding Source
96	OA24002	Public Works Day	High		2,500	10,000	12,500	Sanitation Utility Reserve
					2,500	10,000	12,500	Sewer Capital Reserve
					2,500	10,000	12,500	Water Capital Reserve
Total Projects - Vibrant and Prosperous Community					7,500	30,000	37,500	

Total Projects - Engineering & Operations

5,900,000 15,938,800 21,838,800

2024 - 2028 Capital Projects

Fire Rescue

Division	Total Project Count	2024	2025	2026	2027	2028
Fire Rescue	4	112,000	15,000			
Total	4	112,000	15,000			

Strategic Plan Priorities	2024 Project Budget (\$)	Percentage (%)
Sustainable Core Services	100,000	89%
Healthy Community Development	12,000	11%
Total - Fire Rescue	112,000	100%

Fire Rescue Projects



Sustainable Core Services



	Project ID	Project Name	Priority	2024	2025 - 2028	5-Year Total	Funding Source
1	FD24014	Emergency Planning Coordinator	High	50,000		50,000	New Initiatives Reserve
2	FD24016	Inlet Fire Station Dorm Equity and Locker Room Renovation	High	50,000		50,000	Facilities Maintenance
Total Projects - Sustainable Core Services				100,000		100,000	

Healthy Community Development



	Project ID	Project Name	Priority	2024	2025 - 2028	5-Year Total	Funding Source
3	FD24007	Mental Health Resilience Support and Training	High		15,000	15,000	New Initiatives Reserve
4	FD24012	Community Risk Reduction Program	Medium	12,000		12,000	New Initiatives Reserve
Total Projects - Healthy Community Development				12,000	15,000	27,000	

Total Projects - Fire Rescue

112,000 15,000 127,000



July 2024
a technical Rescue at Noon's Creek



2023 Wildland crew deployed to Kelowna to help
save homes from the McDougall Creek blaze

2024 - 2028 Capital Projects

Finance & Technology

Division	Total Project Count	2024	2025	2026	2027	2028
Finance	2	110,000				
Information Services	13	847,000	273,000	100,000	85,000	690,000
Total	15	957,000	273,000	100,000	85,000	690,000

Strategic Plan Priorities	2024 Project Budget (\$)	Percentage (%)
Sustainable Core Services	957,000	100%
Total - Finance & Technology	957,000	100%



Sustainable Core Services										
	Project ID	Project Name	Priority		2024	2025 - 2028	5-Year Total	Funding Source		
1	FI24002	Pay Parking Strategy	Council		60,000		60,000	New Initiatives Reserve		
2	FI24001	Asset Management Investment Plan Update	Council		50,000		50,000	Unallocated		
3	IS24012	Council Mobile Device	Council			25,000	25,000	Equipment - City		
4	IS24020	Lifecycle Computer Replacement Program	High		470,000	500,000	970,000	Debt		
5	IS24018	Tempest Project Coordinator - Phase II of Corporate Electronic Process Support	High		112,000	115,000	227,000	Development Process Reserve		
6	IS24001	Disk Array Replacement	High		95,000	95,000	190,000	Equipment - City		
7	IS24003	Virtual Server Replacement	High		85,000	85,000	170,000	Equipment - City		
8	IS24004	Backup Server Replacements	High			110,000	110,000	Equipment - City		
9	IS24006	Firewall Replacement	High			65,000	65,000	Equipment - City		
10	IS24002	Agresso Upgrades	High		10,000	40,000	50,000	Equipment - City		
11	IS24019	Plotter & Scanner Replacement	High		40,000		40,000	Equipment - City		
12	IS24005	Orthophoto & LiDAR Mapping	High			40,000	40,000	Equipment - City		
13	IS24010	Security Audit Follow-up	High			33,000	33,000	Equipment - City		
14	IS24017	Next Generation 9-1-1 Implementation	High		20,100		20,100	Fire Capital Misc		
					14,900		14,900	Emerg-Ecomm Police Reserve		
15	IS24008	Public Service Request App	Medium			40,000	40,000	Equipment - City		
Total Projects - Sustainable Core Services					957,000	1,148,000	2,105,000			
Total Projects - Finance & Technology					957,000	1,148,000	2,105,000			

2024 - 2028 Capital Projects

Police

Division	Total Project Count	2024	2025	2026	2027	2028
Police	31	901,800	522,800	775,700	312,700	125,100
Total	31	901,800	522,800	775,700	312,700	125,100

Strategic Plan Priorities	2024 Project Budget (\$)	Percentage (%)
Sustainable Core Services	901,800	100%
Total - Police	901,800	100%



Sustainable Core Services



	Project ID	Project Name	Priority	2024	2025 - 2028	5-Year Total	Funding Source
1	PD24004	Computers - Desktops & Tablets	High	51,600	189,500	241,100	Equipment - Police
2	PD24008	Firearms - Pistols	High	148,100		148,100	Equipment - Police
3	PD24005	MDT's - Police Laptops	High	140,000		140,000	Equipment - Police
4	PD24001	Server Room Equipment and Licenses	High		129,000	129,000	Equipment - Police
5	PD24018	Replace PO086Y26 Dodge Durango	High		120,600	120,600	Equipment Replacement Reserve Fund
6	PD24030	Replace PO095Y26 Chevrolet Tahoe	High		120,600	120,600	Equipment Replacement Reserve Fund
7	PD24037	Replace PO103Y26 Dodge Charger	High		120,600	120,600	Equipment Replacement Reserve Fund
8	PD24019	Replace PO087Y25 Ford Explorer	High		117,700	117,700	Equipment Replacement Reserve Fund
9	PD24021	Replace PO091Y25 Ford Explorer	High		117,700	117,700	Equipment Replacement Reserve Fund
10	PD24024	Replace PO100Y24 Dodge Charger	High		117,700	117,700	Equipment Replacement Reserve Fund
11	PD24020	Replace PO089Y24 Dodge Charger	High	112,000		112,000	Equipment Replacement Reserve Fund
12	PD24022	Replace PO092Y24 Dodge Charger	High	112,000		112,000	Equipment Replacement Reserve Fund
13	PD24023	Replace PO093Y24 Dodge Charger	High	112,000		112,000	Equipment Replacement Reserve Fund
14	PD24028	Replace PO105Y24 Dodge Charger	High	112,000		112,000	Equipment Replacement Reserve Fund
15	PD24041	Telephone System	High		95,000	95,000	Equipment - Police
16	PD24010	External Hard Armor	High	36,500	48,000	84,500	Equipment - Police
17	PD24003	Police Building Video Recording System	High		80,000	80,000	Equipment - Police
18	PD24038	Replace PO082 Prisoner Van	High		73,500	73,500	Equipment Replacement Reserve Fund
19	PD24039	Replace PO098Y27 Victim Services Van	High		66,200	66,200	Equipment Replacement Reserve Fund
20	PD24031	Server Room Equipment (Back Up Server)	High		65,000	65,000	Equipment - Police
21	PD24034	Firewall Equipment	High		60,000	60,000	Equipment - Police
22	PD24029	Replace PO112Y26 Honda Accord	High		58,100	58,100	Equipment Replacement Reserve Fund
23	PD24026	Replace PO102Y24 Traffic Motorcycle	High	46,100		46,100	Equipment Replacement Reserve Fund
24	PD24032	Software Upgrades - Office Suite	High		45,000	45,000	Equipment - Police
25	PD24011	Forensic Surveying Equipment (Collision)	High		30,000	30,000	Equipment - Police
26	PD24033	Offline Back Up Solution	High		26,000	26,000	Equipment - Police
27	PD24009	CEW (Less Lethal) Equipment	High	23,000		23,000	Equipment - Police
28	PD24040	Intoxilyzer (Breath Alcohol Testers)	High		19,800	19,800	Equipment - Police
29	PD24007	UPS Battery	High		18,300	18,300	Equipment - Police
30	PD24006	Photocopiers and Printers	High		18,000	18,000	Equipment - Police
31	PD24014	Approved Screening Devices	High	8,500		8,500	Equipment - Police
Total Projects - Sustainable Core Services				901,800	1,736,300	2,638,100	

Total Projects - Police

901,800 1,736,300 2,638,100

2024 - 2028 Capital Projects

Utilities

Division	Total Project Count	2024	2025	2026	2027	2028
Drainage	7	3,391,000	1,344,000	1,314,000	1,544,000	1,504,000
Sanitary Sewer	5	1,550,000	1,165,000	940,000	940,000	940,000
Solid Waste	8	172,000	811,200	830,400	160,000	247,700
Water	7	3,274,000	324,000	324,000	324,000	324,000
Total	27	8,387,000	3,644,200	3,408,400	2,968,000	3,015,700

Strategic Plan Priorities	2024 Project Budget (\$)	Percentage (%)
Sustainable Core Services	8,217,000	98%
Resilient Natural Environment	170,000	2%
Total - Utilities	8,387,000	100%



Sustainable Core Services



	Project ID	Project Name	Priority	2024	2025 - 2028	5-Year Total	Funding Source
1	DR24009	Storm Drainage Improvements - Moody Centre	High	1,147,000	4,730,000	5,877,000	Drainage Capital Reserve
2	SD24010	Sewer Capital Infrastructure Program (Linear and Non-Linear)	High	1,320,000	3,000,000	4,320,000	Sewer Capital Reserve
3	WT24009	Water Network Infrastructure Asset Renewal Program	High	2,925,000	400,000	3,325,000	Water Capital Reserve
4	DR24013	Loco Road Corridor Reconstruction	High	875,000		875,000	Drainage Capital Reserve
				875,000		875,000	Sewer Capital Reserve
5	DR24007	Storm Drainage Capital Infrastructure Program (Linear and Non-Linear)	High	300,000	400,000	700,000	Drainage Capital Reserve
6	SO24010	OP088 - Replace 20 Mack Garbage Truck LR	High		673,100	673,100	Equipment Replacement Reserve Fund
7	SO24006	OP083 - Replace 2017 Mack Garbage Truck LR	High		656,600	656,600	Equipment Replacement Reserve Fund
8	SO24002	Cart Replacement Plan	High	103,500	440,700	544,200	Equipment Replacement Reserve Fund
9	SD24007	CCTV Inspection/GPS Locate Program	High	75,000	300,000	375,000	Sewer Capital Reserve
				50,000	200,000	250,000	Drainage Capital Reserve
10	SD24004	Sanitary Sewer Flow Monitoring Program	High	80,000	160,000	240,000	Sewer Capital Reserve
11	WT24021	City-wide Pressure Zone Operational Improvements	High	125,000		125,000	Water Capital Reserve
12	SD24018	City Sanitary Model Maintenance Updates	High	25,000	100,000	125,000	Sewer Capital Reserve
13	WT24008	Cross Connection Control Program Maintenance	High	25,000	100,000	125,000	Water Capital Reserve
14	WT24014	Engineering Project Management and Development Resource	High	24,000	96,000	120,000	Water Capital Reserve
15	SO24015	Curbside Recycling Monitoring & Audits	High	20,000	80,000	100,000	Sanitation Utility Reserve
16	SO24016	OP087 - Replace 2018 Ford F150 Super Cab	High		84,900	84,900	Equipment Replacement Reserve Fund
17	SO24003	Public Waste Receptacles	High	30,000	40,000	70,000	Sanitation Utility Reserve
18	DR24003	Engineering Project Management and Development Resource	High	12,000	48,000	60,000	Drainage Capital Reserve
				12,000	48,000	60,000	Sewer Capital Reserve
19	SO24004	Centralized Recycling Day	High	10,000	40,000	50,000	Sanitation Utility Reserve
20	SO24001	Solid Waste Coordinator Resource Materials and Outreach Tools	High	5,500	22,000	27,500	Sanitation Utility Reserve
				3,000	12,000	15,000	Water Capital Reserve
21	WT24011	Water System Operational Improvements Program	Medium	100,000	400,000	500,000	Water Capital Reserve
22	SD24011	Parkside Drive Trail Bridge Replacement	Medium		225,000	225,000	Sewer Capital Reserve
23	WT24013	Utility Rights of Way (Review/Assessment)	Medium	30,000	120,000	150,000	Water Capital Reserve
				15,000	60,000	75,000	Drainage Capital Reserve
				15,000	60,000	75,000	Sewer Capital Reserve
24	WT24022	City Water Model Maintenance Updates	Medium	15,000	60,000	75,000	Water Capital Reserve
Total Projects - Sustainable Core Services				8,217,000	12,556,300	20,773,300	

Resilient Natural Environment



	Project ID	Project Name	Priority	2024	2025 - 2028	5-Year Total	Funding Source
25	DR24008	Stream Water Quality Monitoring Program (AMF)	High	75,000	300,000	375,000	Drainage Capital Reserve
26	DR24004	Environmental Investigation & Response - Drainage Systems	High	45,000	180,000	225,000	Drainage Capital Reserve
27	DR24016	Green Infrastructure Policy & Program Development	Medium	50,000		50,000	Drainage Capital Reserve
Total Projects - Resilient Natural Environment				170,000	46,100	438,800	

Total Projects - Utilities

8,387,000 12,602,400 21,212,100

Section Seven
2024-2028
Reserves



Photo by Dave Worden

Port Moody Capital Plan

Project Funding by Reserves for Years 2024 - 2028

	2024	2025	2026	2027	2028
Asset Reserve - Equipment - City	505,500	584,000	373,000	155,000	252,500
Asset Reserve - Equipment - Police	407,700	169,700	355,800	246,500	51,600
Asset Reserve - Facilities Maintenance	2,352,400	2,190,500	1,776,000	2,074,000	2,143,000
Asset Reserve - Parks	992,500	513,500	1,388,500	883,500	398,500
Asset Reserve - Transportation	2,245,000	2,348,000	1,478,000	1,728,000	1,428,000
Asset Reserve - Unallocated	583,700	563,200	471,500	93,500	78,500
DCC Parks		70,000			
Climate Action Implementation Reserve	767,000	1,099,000	522,000	809,000	4,151,000
Debt	470,000				500,000
Development Process Reserve	265,000	115,000			
Equipment Replacement Reserve Fund	796,100	2,377,800	3,061,800	1,867,400	1,573,800
Grants	188,000	413,000	90,000	1,875,000	
Local Government Climate Action Program	232,000	43,700	13,700	13,700	5,000
MRN General Rehab Reserve	175,000	25,000	25,000	25,000	25,000
MRN Pavement Rehab Reserve	2,750,000	50,000	50,000	425,000	50,000
New Initiatives Reserve	434,500	157,500	153,000	150,000	125,000
Affordable Housing Reserve	300,000				
Community Amenity Contribution	1,315,500	485,000	290,000		
Density Bonus	175,000	400,000	100,000	100,000	
Emerg-Ecomm Police Reserve	14,900				
Fire Capital Misc	20,100				
Klahanie Greenway	20,000				
Waste Management Operating Reserve	70,000				
Drainage Capital Reserve	2,612,500	1,420,500	1,375,500	1,605,500	1,565,500
Sanitation Utility Reserve	117,400	48,000	48,000	48,000	48,000
Sewer Capital Reserve	2,529,900	1,200,500	975,500	975,500	975,500
Water Capital Reserve	3,364,900	355,500	355,500	355,500	355,500
Total Project Funding	23,704,600	14,629,400	12,902,800	13,430,100	13,726,400

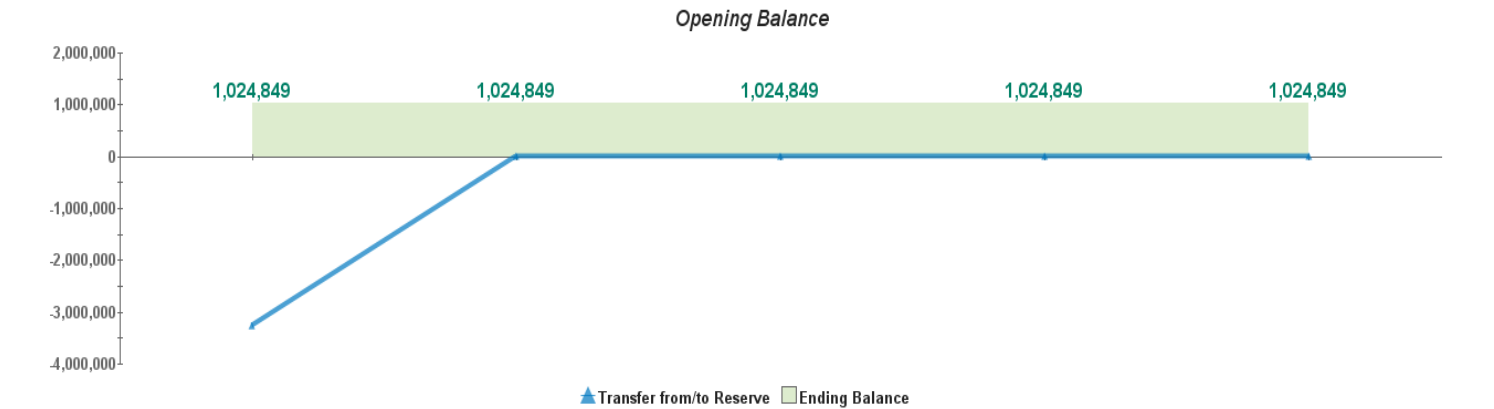
Port Moody Capital Plan

Reserve Ending Balances for Years 2024 - 2028

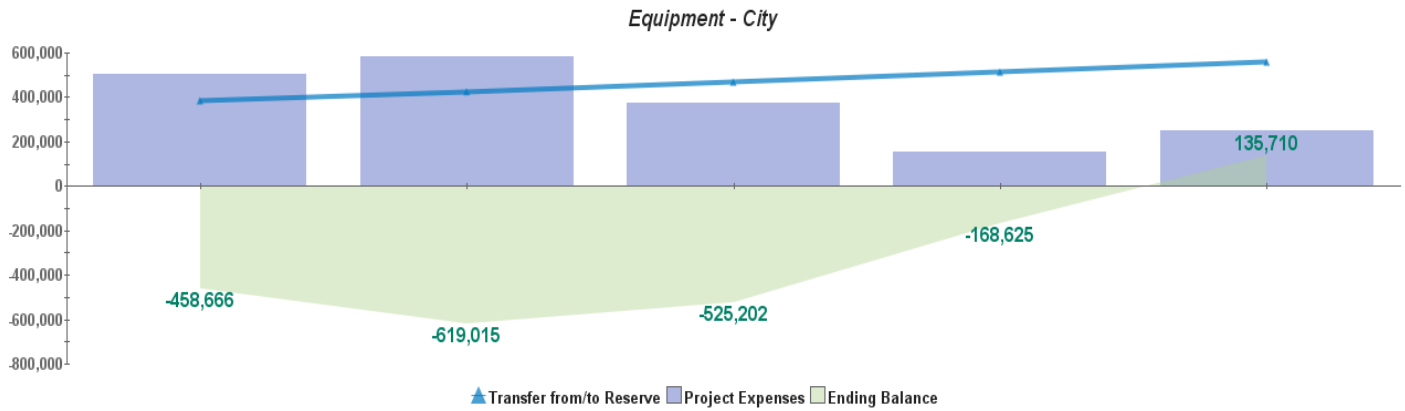
	2024	2025	2026	2027	2028
Asset Reserve - Equipment - City	-458,666	-619,015	-525,202	-168,625	135,710
Asset Reserve - Equipment - Police	-177,271	-134,005	-266,053	-276,708	-79,726
Asset Reserve - Facilities Maintenance	-146,802	-525,655	-306,990	-198,693	35,092
Asset Reserve - Parks	-275,360	6,718	-509,139	-435,830	209,289
Asset Reserve - Transportation	-2,483,870	-2,686,735	-1,801,830	-944,521	444,143
Asset Reserve - Unallocated	-1,054,484	-1,158,108	-1,105,812	-608,249	-27,506
DCC Parks	2,995,927	2,925,927	2,925,927	2,925,927	2,925,927
Climate Action Implementation Reserve	-133,000	-82,000	1,134,000	2,673,000	1,500,000
Development Process Reserve	4,154,840	3,506,986	3,144,654	2,827,331	2,456,094
Equipment Replacement Reserve Fund	4,663,970	4,369,794	3,531,050	3,991,802	4,821,545
Local Government Climate Action Program	-30,258	-24,685	132,616	289,916	455,916
MRN General Rehab Reserve	-843,532	-815,023	-784,143	-759,045	-738,615
MRN Pavement Rehab Reserve	-1,115,288	-450,288	232,712	551,712	1,256,712
New Initiatives Reserve	-908,665	-532,004	-134,314	282,917	740,223
Affordable Housing Reserve	1,658,385	1,517,310	1,373,299	1,226,408	1,076,579
Community Amenity Contribution	3,570,294	3,085,294	2,795,294	2,795,294	2,795,294
Density Bonus	2,614,559	2,559,240	2,803,921	3,048,602	3,393,283
Fire Capital Misc	31,571	31,571	31,571	31,571	31,571
Klahanie Greenway	260,227	255,033	249,337	245,131	240,405
Waste Management Operating Reserve	160,021	160,021	160,021	160,021	160,021
Drainage Capital Reserve	2,443,044	2,460,582	2,623,164	2,655,027	2,826,774
Sanitation Utility Reserve	86,413	116,943	147,242	177,365	207,309
Sewer Capital Reserve	-2,990,213	-2,117,023	-913,619	399,567	1,828,036
Water Capital Reserve	-4,898,804	-3,652,169	-2,324,581	-911,976	589,912

Asset Reserves

2024 - 2028 Reserve Balances



Opening Balance		2024	2025	2026	2027	2028
Opening Balance		4,293,327	1,024,849	1,024,849	1,024,849	1,024,849
1	Transfer to Reserve: (from Facilities)	62,013	62,553	62,997	63,336	63,680
2	Transfer to Reserve: (from Fiscal Services)	6,042,850	6,611,850	7,200,850	7,811,850	8,442,850
3	Transfer to Reserve: (from Recreation)	70,790	70,790	70,790	70,790	70,790
4	Transfer to Reserve: (from Solid Waste)	16,299	16,299	16,299	16,299	16,299
Total - Transfer To 1.Opening Balance		6,191,952	6,761,492	7,350,936	7,962,275	8,593,619
1	Transfer from Reserve: (to Fiscal Services)	-9,460,430	-6,761,492	-7,350,936	-7,962,275	-8,593,619
Total - Transfer From 1.Opening Balance		-9,460,430	-6,761,492	-7,350,936	-7,962,275	-8,593,619
Ending Balance		1,024,849	1,024,849	1,024,849	1,024,849	1,024,849



Equipment - City		2024	2025	2026	2027	2028
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Opening Balance		-335,959	-458,666	-619,015	-525,202	-168,625
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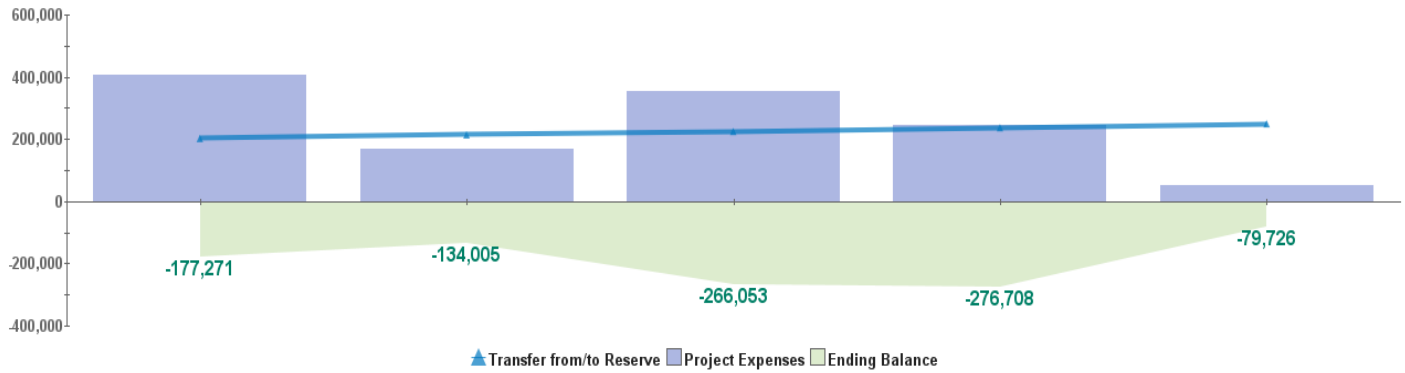
1	Transfer to Reserve: (from Fiscal Services)	384,310	425,403	467,932	512,041	557,593
	Total - Transfer To Equipment - City	384,310	425,403	467,932	512,041	557,593

1	Transfer from Reserve: (to Fiscal Services)	-1,517	-1,752	-1,119	-465	-758
	Total - Transfer From Equipment - City	-1,517	-1,752	-1,119	-465	-758

1	CU24012: Theatre Seating and Drapery Cleaning (with application of fire retardant)	3. High	-10,000			
2	CU24013: Replacement of Galleria Sound System	3. High		-15,000		
3	CU24014: Tricaster - Council streaming controller	3. High	-30,000			
4	CU24018: Inlet Theatre Stage Repairs	4. Medium			-7,500	
5	CU24019: Replacement of Assisted Listening System	4. Medium		-6,000		
6	CU24002: Bistro Fridges - Bar and Commercial Catering	4. Medium		-9,000		
7	CU24020: Film Screen Replacement	4. Medium		-15,000		
8	CU24021: Replacement of Exterior Brovold Room Lighting Fixtures	4. Medium		-6,000		
9	CU24023: Theatre Drape Replacement	4. Medium			-30,000	
10	CU24025: Inlet Theatre Audio Console Replacement	4. Medium		-7,500		
11	CU24026: Amplifier Replacement	4. Medium		-17,500		
12	CU24027: Wireless Microphone Replacement	4. Medium		-8,000		
13	CU24031: Lifecycle Replacement of Two Council Projectors	3. High			-30,000	
14	CU24032: Lifecycle Replacement Intelligent Lights in Theatre (x2)	4. Medium			-10,000	
15	CU24036: Inlet Theatre Patch Bay and Audio Snakes Lifecycle Replacement	3. High	-10,000			
16	CU24037: Inlet Theatre Fresnel Replacement	3. High				-35,000
17	CU24038: Inlet Theatre Communications Equipment Lifecycle Replacement	3. High				-7,500
18	CU24039: Inlet Theatre Speaker Lifecycle Replacement	3. High				-20,000
19	CU24040: Newport Digital Sign Improvements	4. Medium	-17,000			
20	CU24005: Film Projector Replacement	4. Medium		-48,000		
21	CU24006: Galleria Event Tables (6') and Benches	4. Medium		-10,500		
22	CU24009: Council Microphone System	3. High		-25,000		
23	FC24247: Carpenters Shop - New Table Saw	4. Medium	-15,000			
24	FC24248: Carpenters Shop - Plumbing Pipe Inspection Camera	4. Medium	-15,000			
25	RS24001: Recreation Complex Spin Bike Replacement	3. High		-90,000		
26	RS24002: Selectorized Weight Room Equipment Replacement	3. High		-160,000		
27	RS24003: Cardio Weight Room Equipment Replacement	3. High			-250,000	
28	RS24005: Sound System Replacement for Aerobics Studio, Spin Studio, Wellness Room and Kvl Centre	3. High	-35,000			
29	RS24006: Industrial Fans for Arenas	3. High	-8,500			
30	RS24007: Skate Sharpener Replacement	3. High		-24,000		
31	FL24097: Fleet Garage Improvements - Exterior Building Appurtenances	3. High	-25,000			
32	FL24098: Fleet Garage Improvements - Bulk Oil Storage and Distribution System	3. High	-60,000			
33	FL24099: Fleet Maintenance - New Diagnostic Laptop	3. High	-10,000			
34	OP24011: Works Yard Improvements - Truck Wash Mechanical Works	3. High	-40,000			
35	IS24001: Disk Array Replacement	3. High	-95,000			-95,000

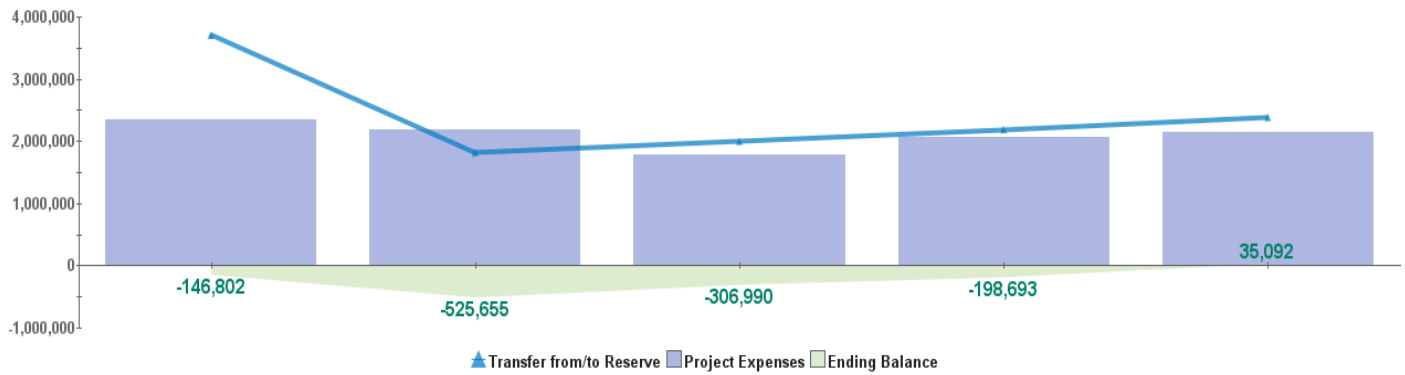
Equipment - City				2024	2025	2026	2027	2028
36	IS24010: Security Audit Follow-up	3. High			-33,000			
37	IS24012: Council Mobile Device	2. Council				-25,000		
38	IS24019: Plotter & Scanner Replacement	3. High		-40,000				
39	IS24002: Agresso Upgrades	3. High		-10,000	-10,000	-10,000	-10,000	-10,000
40	IS24003: Virtual Server Replacement	3. High		-85,000				-85,000
41	IS24004: Backup Server Replacements	3. High			-55,000		-55,000	
42	IS24005: Orthophoto & LiDAR Mapping	3. High			-20,000		-20,000	
43	IS24006: Firewall Replacement	3. High				-65,000		
44	IS24008: Public Service Request App	4. Medium			-40,000			
Total - Project Funding From Equipment - City				-505,500	-584,000	-373,000	-155,000	-252,500
Ending Balance				-458,666	-619,015	-525,202	-168,625	135,710

Equipment - Police



Equipment - Police			2024	2025	2026	2027	2028
Opening Balance			29,139	-177,271	-134,005	-266,053	-276,708
1	Transfer to Reserve: (from Fiscal Services)		202,513	213,475	224,819	236,585	248,736
Total - Transfer To Equipment - Police			202,513	213,475	224,819	236,585	248,736
1	Transfer from Reserve: (to Fiscal Services)		-1,223	-509	-1,067	-740	-155
Total - Transfer From Equipment - Police			-1,223	-509	-1,067	-740	-155
1	PD24001: Server Room Equipment and Licenses	3. High			-129,000		
2	PD24010: External Hard Armor	3. High	-36,500	-48,000			
3	PD24011: Forensic Surveying Equipment (Collision)	3. High		-30,000			
4	PD24014: Approved Screening Devices	3. High	-8,500				
5	PD24003: Police Building Video Recording System	3. High			-80,000		
6	PD24031: Server Room Equipment (Back Up Server)	3. High			-65,000		
7	PD24032: Software Upgrades - Office Suite	3. High		-45,000			
8	PD24033: Offline Back Up Solution	3. High				-26,000	
9	PD24034: Firewall Equipment	3. High				-60,000	
10	PD24004: Computers - Desktops & Tablets	3. High	-51,600	-46,700	-45,500	-45,700	-51,600
11	PD24040: Intoxilyzer (Breath Alcohol Testers)	3. High				-19,800	
12	PD24041: Telephone System	3. High				-95,000	
13	PD24005: MDT's - Police Laptops	3. High	-140,000				
14	PD24006: Photocopiers and Printers	3. High			-18,000		
15	PD24007: UPS Battery	3. High			-18,300		
16	PD24008: Firearms - Pistols	3. High	-148,100				
17	PD24009: CEW (Less Lethal) Equipment	3. High	-23,000				
Total - Project Funding From Equipment - Police			-407,700	-169,700	-355,800	-246,500	-51,600
Ending Balance			-177,271	-134,005	-266,053	-276,708	-79,726

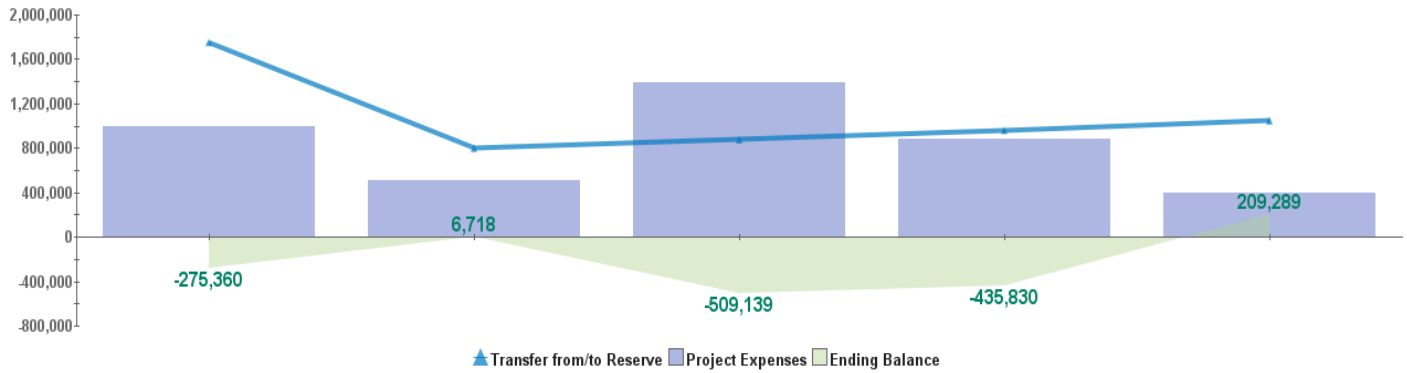
Facilities Maintenance



Facilities Maintenance			2024	2025	2026	2027	2028
Opening Balance			-1,493,130	-146,802	-525,655	-306,990	-198,693
1	Transfer to Reserve: (from Fiscal Services)		3,705,786	1,818,219	1,999,993	2,188,519	2,383,214
	Total - Transfer To Facilities Maintenance		3,705,786	1,818,219	1,999,993	2,188,519	2,383,214
1	Transfer from Reserve: (to Fiscal Services)		-7,057	-6,572	-5,328	-6,222	-6,429
	Total - Transfer From Facilities Maintenance		-7,057	-6,572	-5,328	-6,222	-6,429
1	CU24028: Inlet Theatre Ceiling Tile Replacement	4. Medium		-100,000			
2	CU24029: Inlet Theatre Carpet Replacement	4. Medium		-13,500			
3	FC24010: Recreation Complex - Main Entrance Concrete Repairs	4. Medium			-100,000		
4	FC24105: Arts Centre - Condensing Units (GHGR)	3. High			-100,000		
5	FC24112: Public Safety Building - Emergency Generator	3. High				-500,000	
6	FC24012: Fire Hall 2 - Interior painting	4. Medium	-10,000				
7	FC24121: Recreation Complex - Arena 1 Lobby Washrooms	4. Medium				-320,000	
8	FC24129: Glenayre Centre - Gas furnace replacement with ASHP (GHGR)	4. Medium			-43,000		
9	FC24130: Inlet Centre Firehall - Exterior assorted life cycle maintenance	4. Medium			-150,000		
10	FC24131: Inlet Centre Firehall - FLS systems component replacement	3. High			-30,000		
11	FC24132: Inlet Centre Firehall - DDC controls components	4. Medium	-35,000				
12	FC24135: Works Yard - Security Camera System	4. Medium	-50,000				
13	FC24136: Arts Centre - Interior Painting	4. Medium					-40,000
14	FC24137: Civic Centre - Carpet Replacement	3. High	-130,000	-260,000			
15	FC24141: Civic Centre - Sumps and Pump Controls	3. High		-85,000			
16	FC24142: Facilities - Guard Rail Inspection	3. High		-60,000			
17	FC24143: Facilities - Hazardous Materials Inventory and Labelling in all Buildings	3. High	-50,000	-50,000			
18	FC24154: Kyle Centre - Parking Lot Repaving	3. High	-61,000				
19	FC24160: Old Orchard Hall - HVAC Equipment Replacement - Heat Pump System(GHGR)	4. Medium					-175,000
20	FC24170: Recreation Complex - Parking Lot Repairs and Repaving	4. Medium			-350,000		
21	FC24172: Recreation Complex - Security Camera Improvements	4. Medium	-20,000	-200,000			
22	FC24018: Facilities - Parking Lot Line Repainting	4. Medium	-10,000	-10,000	-10,000	-10,000	-10,000
23	FC24197: Civic Centre - Exterior Paver Ongoing Repairs	3. High	-25,000	-25,000	-25,000	-25,000	-25,000
24	FC24020: Civic Centre - Washroom Upgrades	3. High	-350,000				
25	FC24217: Recreation Complex - Arena 1 Dressing Rooms	3. High		-250,000	-241,000		
26	FC24218: Works Yard - Building Envelope Replacement	3. High	-258,000				
27	FC24219: Facilities - Security Upgrades	3. High	-60,000	-60,000	-60,000		
28	FC24220: Rocky Point Pool - Boiler Replacement (GHGR)	3. High	-2,000				
29	FC24232: Arts Centre - Furnace and DHW Heaters replacement (GHGR)	3. High			-33,000		
30	FC24241: Facilities - Accessibility Improvements	3. High	-100,000	-100,000	-100,000	-50,000	
31	FC24242: Recreation Complex - Skate Shop Renovation	4. Medium	-436,400				
32	FC24243: Public Safety Building - Adding Access Door from Parking	3. High	-85,000				
33	FC24246: Inlet Centre Firehall - Replace Building Heat Pump System	3. High	-50,000	-450,000			
34	FC24249: Carpenters Shop - Building Energy Conservation Improvements (GHGR)	3. High	-70,000				
35	FC24251: Recreation Complex - Curling Rink Electrical Room Upgrade	4. Medium				-50,000	-300,000

Facilities Maintenance				2024	2025	2026	2027	2028
36	FC24252: Westhill Pool - Security Camera System	3. High		-25,000				
37	FC24253: Heritage Mountain Community Centre - Security Camera System	3. High		-25,000				
38	FC24254: Old Orchard Hall - Security Camera System	3. High		-15,000				
39	FC24256: Arts Centre - Lighting Retrofit (GHGR)	3. High				-2,000		
40	FC24257: Rocky Point Pool - CO2 Heat Pump for DHW (GHGR)	3. High		-29,000				
41	FC24259: Rocky Point Pool - Lighting Retrofit (GHGR)	3. High				-2,000		
42	FC24260: Recreation Complex - Arena 2 Dehumidification Electrification (GHGR)	3. High					-140,000	
43	FC24262: Recreation Complex - MUA-4 Heat Recovery (GHGR)	3. High					-60,000	
44	FC24263: Recreation Complex - Arena 1 & 2 Gas Fired Radiant Tube Heaters Replacement (GHGR)	3. High						-104,000
45	FC24265: Recreation Complex - Curling Rink Dehumidifier	3. High		-100,000				
46	FC24266: Civic Centre - Replace Gas-fired RTUs with ASHP RTU (GHGR)	4. Medium						-30,000
47	FC24268: Inlet Centre Firehall - Replace DHW Heater with Heat Pump (GHGR)	4. Medium					-35,000	
48	FC24275: Inlet Centre Firehall - CCTV Replacement	3. High		-15,000	-50,000			
49	FC24276: Inlet Centre Firehall - Extricating Training Pad	3. High		-10,000	-30,000			
50	FC24028: Recreation Complex - Gymnasium Floor	4. Medium				-10,000	-100,000	
51	FC24282: Fire Hall 2 - Replace gas fired RTU with ASHP RTU (GHGR)	4. Medium						
52	FC24283: Fire Hall 2 - Replace DHW Heater with Heat Pump (GHGR)	4. Medium				-9,000		
53	FC24284: Fire Hall 2 - Install Electric Infrared Heaters for Apparatus (GHGR)	4. Medium						
54	FC24286: Facilities - Floor Auto-Scrubber	3. High		-12,000				
55	FC24287: Recreation Complex - Floor Auto-Scrubber	3. High		-15,000				
56	FC24292: Heritage Woods - CO2 DHW Heat Pump (GHGR)	3. High						-9,000
57	FC24293: Old Fire Hall - Retrofit Furnace with Infrared Unit Heaters (GHGR)	3. High		-8,000				
58	FC24297: Old Orchard Hall Caretaker Residence - Replace DHW Heater with Heat Pump (GHGR)	3. High			-9,000			
59	FC24003: Inlet Centre Firehall - Interior painting	4. Medium		-50,000				
60	FC24301: Old Orchard Hall - Replace DHW Heater with Heat Pump (GHGR)	3. High			-9,000			
61	FC24304: Public Safety Building - Replace Gas Fired Rooftop Unit with ASHP (GHGR)	3. High		-34,000				
62	FC24305: Public Safety Building - Replace Gas Fired Heat Reclaim Unit (GHGR)	3. High					-110,000	
63	FC24309: Artist Studios - Replace DHW Heater with ASHP (GHGR)	3. High					-9,000	
64	FC24314: Works Yard - Replace RTU with ASHP (GHGR)	3. High			-180,000			
65	FC24315: Works Yard - Replace DHW Heater with CO2 Heat Pump (GHGR)	3. High			-9,000			
66	FC24321: Public Safety Building - Building Envelope Assessment	3. High			-50,000			
67	FC24322: Old Orchard Hall - Floor Auto-Scrubber	3. High		-12,000				
68	FC24037: Old Mill Boathouse - Condition Assessment	4. Medium				-50,000		
69	FC24038: HMCC - Condition Assessment	3. High				-50,000		
70	FC24004: Arts Centre - Washroom Upgrades	4. Medium					-50,000	
71	FC24051: Old Mill Boathouse - Fire Alarm and Sprinkler Systems Replacement	3. High				-60,000		
72	FC24056: Westhill Pool - Pool Water Drainage to Sanitary System	3. High				-50,000	-100,000	-800,000
73	FC24058: Facilities - Unplanned Emergency Capital Repairs	3. High		-150,000	-150,000	-150,000	-150,000	-150,000
74	FC24065: Old Orchard Hall - Lighting Retrofit (GHGR)	3. High				-30,000		
75	FC24067: Public Safety Building - Painting	4. Medium			-40,000	-40,000	-40,000	
76	FC24007: Civic Centre - Emergency Generator Replacement	3. High						-500,000
77	FC24074: Old Mill Boathouse - HVAC Equipment Replacement (GHGR)	3. High				-81,000		
78	FC24079: Facilities - Envelope Condition Assessments	3. High					-100,000	
79	FC24081: Glenayre Centre - Drain Tile Rebuild	3. High					-225,000	
80	FD24016: Inlet Fire Station Dorm Equity and Locker Room Renovation	3. High		-50,000				
Total - Project Funding From Facilities Maintenance				-2,352,400	-2,190,500	-1,776,000	-2,074,000	-2,143,000
Ending Balance				-146,802	-525,655	-306,990	-198,693	35,092

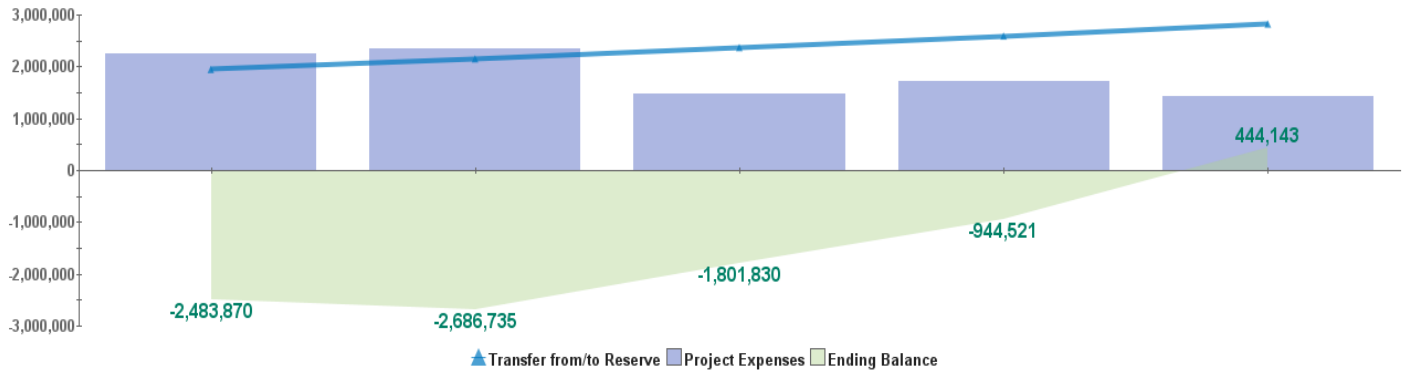
Parks



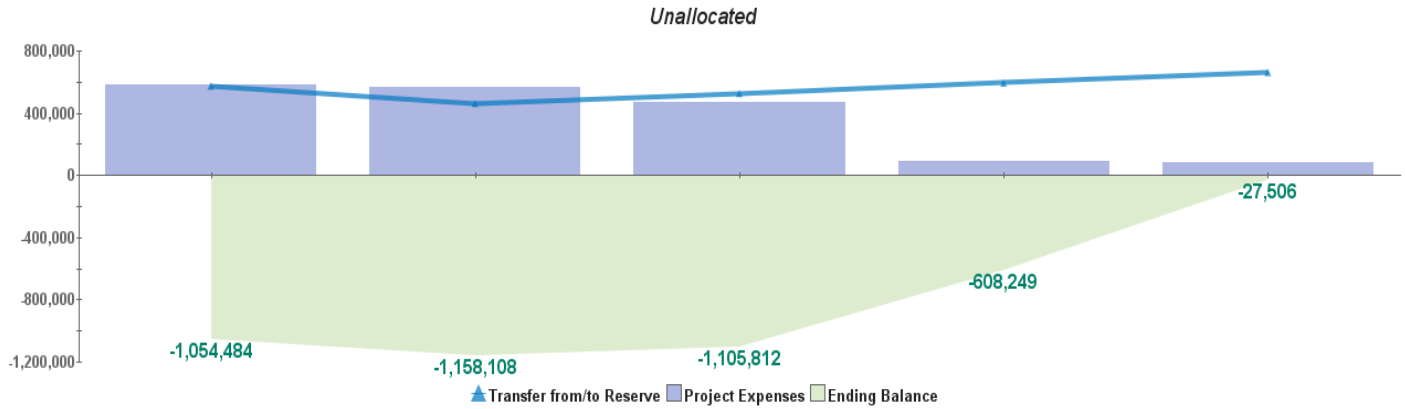
Parks			2024	2025	2026	2027	2028
Opening Balance			-1,031,275	-275,360	6,718	-509,139	-435,830
1	Transfer to Reserve: (from Fiscal Services)		1,751,393	797,118	876,808	959,459	1,044,815
Total - Transfer To Parks			1,751,393	797,118	876,808	959,459	1,044,815
1	Transfer from Reserve: (to Fiscal Services)		-2,978	-1,541	-4,166	-2,651	-1,196
Total - Transfer From Parks			-2,978	-1,541	-4,166	-2,651	-1,196
1	PK24010: Horticulture Vegetation Replacement Program - City Lands	3. High	-15,000	-15,000	-20,000	-20,000	-20,000
2	PK24102: Flavelle Park Playground Replacement	4. Medium			-95,000		
3	PK24104: Foxwood Park - Sports Court Resurfacing	4. Medium	-30,000				
4	PK24109: Greenleaf Park - Playground Upgrade	4. Medium					-75,000
5	PK24112: Art Wilkinson - Tennis / Sport Court Fencing Replacement	3. High	-75,000				
6	PK24113: Water Fountain Replacements and New Upgrades	3. High	-155,000				
7	PK24116: Shoreline Trail - Gravel Pathway Upgrades - OOP to RPP	3. High	-45,000				
8	PK24012: Urban Forestry - Tree Removals/Mitigation for City Lands	3. High	-75,000	-80,000	-85,000	-90,000	-95,000
9	PK24121: Twin Creeks Park Pathway Resurfacing	5. Low					-10,000
10	PK24122: North Shore Community Park - Tennis Court Resurfacing and Line Painting	4. Medium			-35,000		
11	PK24123: Greenleaf Park Water Spray Feature Upgrade	4. Medium			-10,000		
12	PK24124: Heritage Mountain Park - Playground Upgrade	4. Medium				-130,000	
13	PK24125: Heritage Mountain Park - Wood Stairs at Field Replacement	3. High		-25,000			
14	PK24126: North Shore Community Park - Staircase and Pathway Construction	3. High		-50,000			
15	PK24128: Westhill Park - Capital Repairs - Additional Ping Pong Table / Picnic Tables	4. Medium			-25,000		
16	PK24129: Aspenwood Park - Staircase Replacement Trail to Field	4. Medium			-40,000		
17	PK24130: Aspenwood Park - Allen Block Retaining Wall Condition Assessment and Repairs	4. Medium			-15,000		
18	PK24131: Foxwood Park - Playground Update and Surfacing	4. Medium			-55,000		
19	PK24133: Alfred Howe Greenway Upgrades	3. High	-25,000				
20	PK24137: Flavelle Park - Basketball/Sports Court Upgrade	4. Medium	-55,000				
21	PK24139: Conversion of Existing Field Lights to LED Lighting - Trasolini Field	3. High				-100,000	
22	PK24014: Goose Management Program	4. Medium	-10,000	-10,000	-10,000	-10,000	-10,000
23	PK24140: Conversion of Existing Field Lights to LED Lighting - North Shore Community Park	3. High				-130,000	
24	PK24143: Basketball Backboards and Hoops (Extendible) for Westhill Sports Box	3. High	-40,000				
25	PK24016: Heritage Mountain Grass Sportsfield Rehabilitation (Lifecycle Asset Management)	3. High			-730,000		
26	PK24017: Parks/Green Infrastructure - Planning/Asset Management Program	4. Medium	-45,000	-45,000	-45,000	-45,000	-45,000
27	PK24002: Flavelle Park - Lifecycle Maintenance Wooden Deck (Lifecycle Asset Management)	3. High	-55,000				
28	PK24030: Fencing - Repair/Replacement of Fencing (Lifecycle Asset Management)	3. High	-15,000	-20,000	-20,000	-20,000	-20,000
29	PK24032: Annual Repairs for Pathways in Parks (Lifecycle Replacement)	3. High	-20,000	-20,000	-25,000	-25,000	-25,000
30	PK24033: Bert Flinn Park Infrastructure Improvements	3. High	-30,000				
31	PK24004: Playground Equipment Repair	4. Medium	-20,000	-20,000	-20,000	-20,000	-25,000
32	PK24040: Cedarwood Park - Spray Park Replacement	4. Medium				-145,000	
33	PK24043: Easthill Park - Water Park Replacement and Expansion	3. High	-132,000				
34	PK24006: Chafer Beetle/Invasive Pests Management Program - City Lands	4. Medium	-7,500	-7,500	-7,500	-7,500	-7,500
35	PK24062: Street Tree Maintenance Program	4. Medium	-36,000	-41,000	-41,000	-46,000	-46,000

Parks				2024	2025	2026	2027	2028
36	PK24066: Greenleaf Park Sports Court - Fencing Replacement	4. Medium		-40,000				
37	PK24073: Easthill Park - Water Fountain	4. Medium				-30,000		
38	PK24074: Chip Kerr Park Redevelopment	3. High			-160,000			
39	PK24078: Chestnut Way Park - Water Fountain	4. Medium				-30,000		
40	PK24008: Rocky Point Park - Picnic Shelter Rehabilitation	4. Medium					-75,000	
41	PK24091: Art Wilkinson - Tennis Court Surfacing	5. Low		-27,000				
42	PK24093: Irrigation Replacement - (Lifecycle Replacement)	3. High		-40,000	-20,000	-20,000	-20,000	-20,000
43	PK24099: Greenleaf Park - Water Fountain	4. Medium				-30,000		
Total - Project Funding From Parks				-992,500	-513,500	-1,388,500	-883,500	-398,500
Ending Balance				-275,360	6,718	-509,139	-435,830	209,289

Transportation



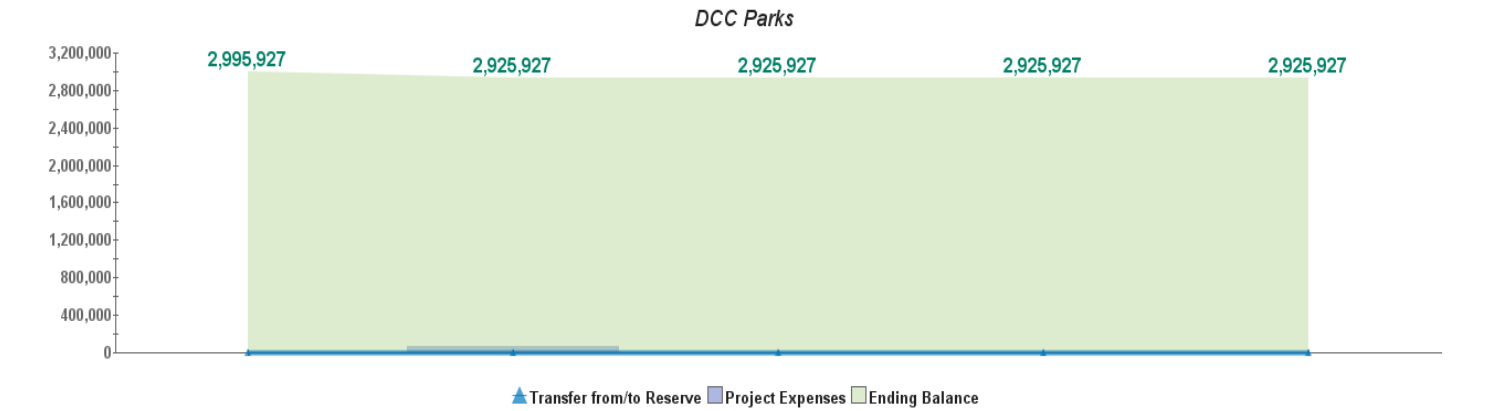
Transportation			2024	2025	2026	2027	2028
Opening Balance			-2,176,417	-2,483,870	-2,686,735	-1,801,830	-944,521
1	Transfer to Reserve: (from Fiscal Services)		1,944,282	2,152,178	2,367,339	2,590,493	2,820,949
Total - Transfer To Transportation			1,944,282	2,152,178	2,367,339	2,590,493	2,820,949
1	Transfer from Reserve: (to Fiscal Services)		-6,735	-7,044	-4,434	-5,184	-4,284
Total - Transfer From Transportation			-6,735	-7,044	-4,434	-5,184	-4,284
1	EN24001: Traffic Signal Asset Management Program	3. High	-150,000	-150,000	-150,000	-150,000	-150,000
2	EN24013: Electrical & Communications Infrastructure Improvements	3. High	-30,000	-30,000	-30,000	-30,000	-30,000
3	EN24015: Streetlight Improvement Program	3. High		-50,000		-50,000	
4	EN24016: Bridge and Major Structures Inventory Inspection	3. High	-100,000				
5	EN24021: School Traffic Safety Initiative	3. High	-50,000	-50,000	-50,000		
6	EN24025: Traffic Signal New Infrastructure	3. High	-50,000	-50,000	-50,000	-50,000	-50,000
7	EN24026: Development Cost Charges (DCC) Program Update	3. High	-25,000				
8	EN24003: Transit Infrastructure - Bus Stop Accessibility Improvements	3. High	-30,000	-30,000	-30,000	-30,000	-30,000
9	EN24031: Neighbourhood Traffic Calming Program	3. High	-60,000	-60,000	-60,000	-60,000	-60,000
10	EN24033: Barnet Highway CP Rail Overpass Deck Rehabilitation	4. Medium				-250,000	
11	EN24037: Pedestrian Walkways/Accessibility Capital Rehabilitation Program	3. High	-75,000	-75,000	-75,000	-75,000	-75,000
12	EN24004: Above-Ground Infrastructure - Planning/Asset Management	3. High	-75,000	-75,000	-75,000	-75,000	-75,000
13	EN24042: Pavement Policy	4. Medium	-30,000				
14	EN24043: Traffic Safety Speed Humps Program	3. High	-40,000	-40,000	-40,000	-40,000	-40,000
15	EN24044: Moray Street Traffic Calming	3. High	-75,000	-720,000			
16	EN24046: Prince & Union Boulevard Upgrade	4. Medium		-100,000			
17	EN24047: Barnet Highway St Johns to View St Traffic Functional Study	4. Medium	-50,000				
18	EN24048: City Walkways Assessment	3. High	-50,000				
19	EN24005: Engineering Project Management and Development Resource	3. High	-48,000	-48,000	-48,000	-48,000	-48,000
20	EN24051: Barnet Hwy/View Street Fence Replacement	3. High	-37,000				
21	EN24052: Panorama Drive Active School Transportation/Travel Planning Improvement	3. High	-150,000				
22	EN24053: Engineering & Operations Infrastructure Asset Life Cycle Program	3. High	-10,000	-10,000	-10,000	-10,000	-10,000
23	EN24054: Engineering & Operations Work Process / Work Control Program	3. High	-10,000	-10,000	-10,000	-10,000	-10,000
24	EN24006: Local Road Network (LRN) Road Reconstruction Program	3. High	-1,000,000	-750,000	-750,000	-750,000	-750,000
25	EN24007: Traffic Safety Initiatives	3. High	-50,000	-50,000	-50,000	-50,000	-50,000
26	EN24008: Bridge & Overpass Structures - Monitoring, Scoping, Assessment & Minor Repairs	3. High	-50,000	-50,000	-50,000	-50,000	-50,000
Total - Project Funding From Transportation			-2,245,000	-2,348,000	-1,478,000	-1,728,000	-1,428,000
Ending Balance			-2,483,870	-2,686,735	-1,801,830	-944,521	444,143



Unallocated					2024	2025	2026	2027	2028
Opening Balance					-1,042,345	-1,054,484	-1,158,108	-1,105,812	-608,249
1	Transfer to Reserve: (from Fiscal Services)				606,645	489,599	548,544	609,678	672,812
	Total - Transfer To Unallocated				606,645	489,599	548,544	609,678	672,812
1	Transfer from Reserve: (to Finance)				-20,000	-15,000	-10,000	-5,000	0
2	Transfer from Reserve: (to Fiscal Services)				-1,751	-1,690	-1,415	-281	-236
3	Transfer from Reserve: (to Information Services)				-13,333	-13,333	-13,333	-13,333	-13,333
	Total - Transfer From Unallocated				-35,084	-30,023	-24,748	-18,614	-13,569
1	ES24001: Spill Management	3. High			-2,500	-2,500	-2,500	-2,500	-2,500
2	ES24012: CLIMATE ACTION PLAN - Ecological Restoration and Enhancement Projects	4. Medium			-45,000	-45,000	-45,000	-45,000	-45,000
3	ES24013: Wildlife and Environment Student Outreach Program	4. Medium			-30,000	-30,000			
4	ES24014: CLIMATE ACTION PLAN - Bat Habitat Enhancement at Old Mill Pond	5. Low			-10,000	-10,000			
5	ES24015: CLIMATE ACTION PLAN - Tidal Park Protection and Restoration	3. High			-87,500	-200,000	-225,000		
6	ES24016: Shoreline Trail Interpretive Signage (with Parks)	4. Medium			-70,000	-40,000			
7	ES24018: CLIMATE ACTION PLAN: Develop and Update the Invasive Species Management Program	2. Council			-30,900	-21,700			
8	ES24002: Fish Passage and Habitat Enhancement	3. High			-6,000	-6,000	-6,000	-6,000	-6,000
9	ES24020: CLIMATE ACTION PLAN - Natural Area Parks Protection in Wildfire Fuel Treatment Areas (with PMFR)	4. Medium			-35,000	-50,000	-70,000		
10	ES24021: CLIMATE ACTION PLAN - Erosion and Revegetation Response	4. Medium			-15,000	-15,000	-15,000		
11	ES24004: Targeted Knotweed Removal	3. High			-25,000	-20,000	-20,000	-15,000	
12	ES24006: CLIMATE ACTION PLAN - Ecological Restoration and Enhancement Projects - Lower Suter Brook Creek	4. Medium			-20,000	-45,000	-10,000		
13	PK24119: Tree Planting Program - 2x Aux Staff	3. High			-58,000	-58,000	-58,000		
14	PK24144: Old Orchard Park Detailed Design (subject to Old Orchard Master Plan approval)	3. High			-70,000				
15	PK24023: Urban Forestry - Tree Replacement Program	2. Council			-20,000	-20,000	-20,000	-25,000	-25,000
16	OA24005: Operations Center (WY) Space Planning and Review	3. High			-8,800				
17	FI24001: Asset Management Investment Plan Update	2. Council			-50,000				
	Total - Project Funding From Unallocated				-583,700	-563,200	-471,500	-93,500	-78,500
Ending Balance					-1,054,484	-1,158,108	-1,105,812	-608,249	-27,506

DCC Reserves

2024 - 2028 Reserve Balances

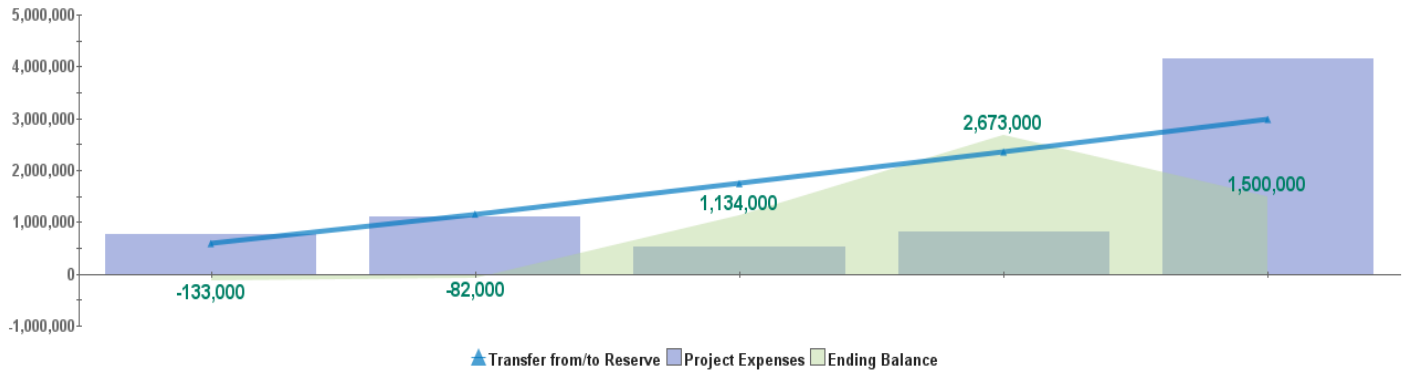


DCC Parks		2024	2025	2026	2027	2028
1	Opening Balance	2,995,927	2,995,927	2,925,927	2,925,927	2,925,927
1	PK24146: Rocky Point Park Detailed Design (subject to Rocky Point Park Master Plan and will be tailored to phased implementation)		-70,000			
	2. Council					
	Total - Project Funding From DCC Parks		-70,000			
Ending Balance		2,995,927	2,925,927	2,925,927	2,925,927	2,925,927

General Reserves

2024 - 2028 Reserve Balances

Climate Action Implementation Reserve



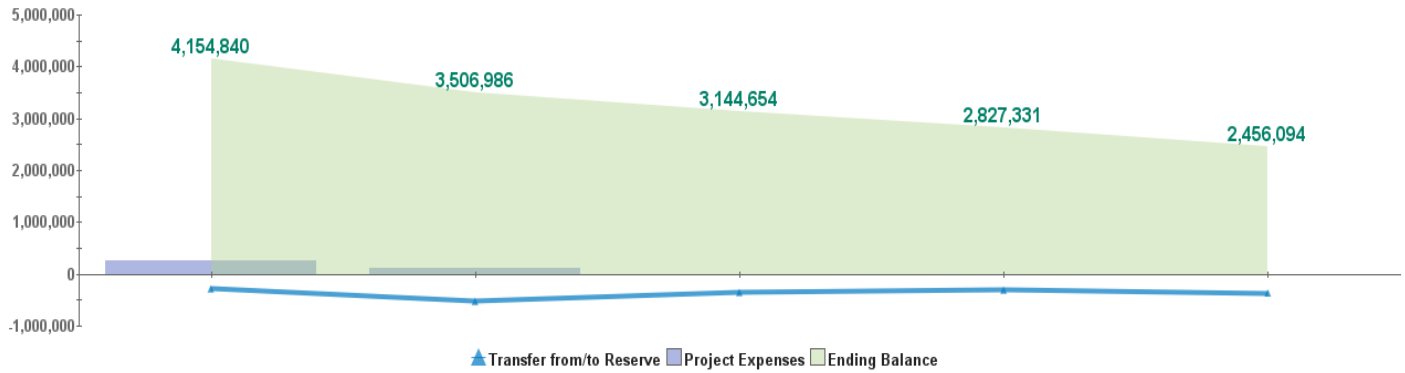
Climate Action Implementation Reserve		2024	2025	2026	2027	2028
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Opening Balance		52,000	-133,000	-82,000	1,134,000	2,673,000
1 Transfer to Reserve: (from Fiscal Services)		582,000	1,150,000	1,738,000	2,348,000	2,978,000
Total - Transfer To Climate Action Implementation Reserve		582,000	1,150,000	1,738,000	2,348,000	2,978,000

1	FC24160: Old Orchard Hall - HVAC Equipment Replacement - Heat Pump System(GHGR)	4. Medium				-30,000	-75,000
2	FC24164: Public Safety Building - Install Direct Digital Control System (GHGR)	4. Medium	-220,000				
3	FC24196: Recreation Complex - Lighting Retrofit (GHGR)	3. High			-75,000		
4	FC24220: Rocky Point Pool - Boiler Replacement (GHGR)	3. High	-142,000				
5	FC24232: Arts Centre - Furnace and DHW Heaters replacement (GHGR)	3. High			-38,000		
6	FC24249: Carpenters Shop - Building Energy Conservation Improvements (GHGR)	3. High	-80,000				
7	FC24255: Works Yard - Electrical Chargers Infrastructure for vehicle fleet electrification (GHGR)	3. High	-90,000	-900,000			
8	FC24256: Arts Centre - Lighting Retrofit (GHGR)	3. High			-8,000		
9	FC24257: Rocky Point Pool - CO2 Heat Pump for DHW (GHGR)	3. High	-41,000				
10	FC24258: Rocky Point Pool - Install Pool Covers (GHGR)	3. High	-125,000				
11	FC24260: Recreation Complex - Arena 2 Dehumidification Electrification (GHGR)	3. High				-145,000	
12	FC24261: Recreation Complex - Ice Plant Heat Recovery (GHGR)	3. High				-250,000	-4,025,000
13	FC24262: Recreation Complex - MUA-4 Heat Recovery (GHGR)	3. High				-65,000	
14	FC24263: Recreation Complex - Arena 1 & 2 Gas Fired Radiant Tube Heaters Replacement (GHGR)	3. High					-36,000
15	FC24264: Recreation Complex - Arena 1 and Curling Rink Lighting Retrofit (GHGR)	3. High			-75,000		
16	FC24270: Inlet Centre Firehall - Lighting Retrofit (GHGR)	3. High			-40,000		
17	FC24273: Glenayre Centre - Lighting Retrofit (GHGR)	3. High			-4,000		
18	FC24280: Civic Centre - Lighting Retrofit (GHGR)	3. High			-75,000		
19	FC24282: Fire Hall 2 - Replace gas fired RTU with ASHP RTU (GHGR)	4. Medium					
20	FC24283: Fire Hall 2 - Replace DHW Heater with Heat Pump (GHGR)	4. Medium			-1,000		
21	FC24284: Fire Hall 2 - Install Electric Infrared Heaters for Apparatus (GHGR)	4. Medium					
22	FC24285: Fire Hall 2 - Lighting Retrofit (GHGR)	3. High			-2,000		
23	FC24290: Heritage Mountain Community Centre - Lighting Retrofit (GHGR)	3. High			-12,000		
24	FC24291: Heritage Woods - Lighting Retrofit (GHGR)	3. High			-3,000		
25	FC24292: Heritage Woods - CO2 DHW Heat Pump (GHGR)	3. High					-15,000
26	FC24293: Old Fire Hall - Retrofit Furnace with Infrared Unit Heaters (GHGR)	3. High	-3,000				
27	FC24295: Kyle Centre - Lighting Retrofit (GHGR)	3. High			-2,000		
28	FC24296: Old Mill Boathouse - Lighting Retrofit (GHGR)	3. High			-27,000		
29	FC24297: Old Orchard Hall Caretaker Residence - Replace DHW Heater with Heat Pump (GHGR)	3. High		-11,000			
30	FC24299: Old Orchard Hall Caretaker Residence - Lighting Retrofit (GHGR)	3. High			-1,000		
31	FC24301: Old Orchard Hall - Replace DHW Heater with Heat Pump (GHGR)	3. High		-11,000			
32	FC24304: Public Safety Building - Replace Gas Fired Rooftop Unit with ASHP (GHGR)	3. High	-6,000				
33	FC24305: Public Safety Building - Replace Gas Fired Heat Reclaim Unit (GHGR)	3. High				-80,000	
34	FC24308: Public Safety Building - Lighting Retrofit (GHGR)	3. High			-65,000		
35	FC24309: Artist Studios - Replace DHW Heater with ASHP (GHGR)	3. High				-9,000	
36	FC24310: Artist Studios - Lighting Retrofit (GHGR)	3. High			-5,000		
37	FC24312: Rocky Point PSB - Lighting Retrofit (GHGR)	3. High			-23,000		
38	FC24314: Works Yard - Replace RTU with ASHP (GHGR)	3. High	-30,000	-120,000			

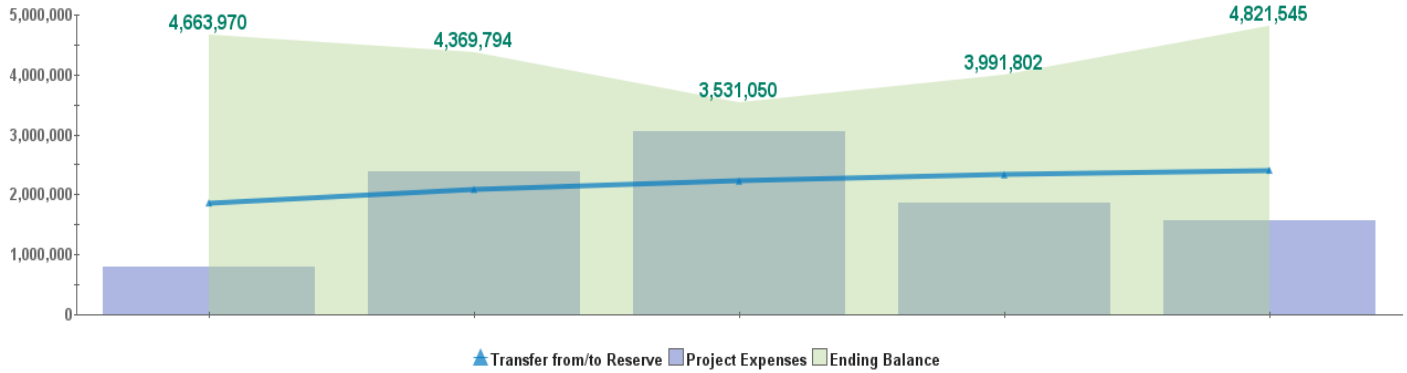
Climate Action Implementation Reserve				2024	2025	2026	2027	2028
39	FC24315: Works Yard - Replace DHW Heater with CO2 Heat Pump (GHGR)	3. High			-9,000			
40	FC24317: Works Yard - Install Direct Digital Control and integrate in Reliable Control Network (GHGR)	4. Medium		-30,000				
41	FC24319: Works Yard - Lighting Retrofit (GHGR)	3. High				-12,000		
42	FC24320: Facilities - Lighting Retrofit Feasibility Study	3. High			-48,000			
43	FC24065: Old Orchard Hall - Lighting Retrofit (GHGR)	3. High				-18,000		
44	FC24074: Old Mill Boathouse - HVAC Equipment Replacement (GHGR)	3. High				-36,000		
45	PK24139: Conversion of Existing Field Lights to LED Lighting - Trasolini Field	3. High					-100,000	
46	PK24140: Conversion of Existing Field Lights to LED Lighting - North Shore Community Park	3. High					-130,000	
Total - Project Funding From Climate Action Implementation Reserve				-767,000	-1,099,000	-522,000	-809,000	-4,151,000
Ending Balance				-133,000	-82,000	1,134,000	2,673,000	1,500,000

Development Process Reserve



Development Process Reserve		2024	2025	2026	2027	2028
Opening Balance		4,712,652	4,154,840	3,506,986	3,144,654	2,827,331
1	Transfer to Reserve: (from Building, Bylaw & Licensing) Excess revenues - Building, Bylaw & Licensing	1,605,000	1,605,000	2,105,000	2,105,000	2,105,000
2	Transfer to Reserve: (from Development Planning) Excess revenues - Development Planning	586,300	586,300	309,300	309,300	309,300
Total - Transfer To Development Process Reserve		2,191,300	2,191,300	2,414,300	2,414,300	2,414,300
1	Transfer from Reserve: (to Building, Bylaw & Licensing) To fund positions - Building, Bylaw & Licensing	-485,926	-628,490	-641,487	-654,317	-667,403
2	Transfer from Reserve: (to Community Development Admin)	-83,819	-85,527	-86,943	-88,121	-90,183
3	Transfer from Reserve: (to Communications and Engagement) To fund positions - Communications Specialist	-68,753	-70,361	-71,825	-73,261	-74,727
4	Transfer from Reserve: (to Development Planning) To fund positions - Development Planning	-1,073,245	-1,152,401	-1,175,860	-1,199,377	-1,223,365
5	Transfer from Reserve: (to Engineering) To fund positions - Engineering Services	-242,664	-248,595	-253,636	-258,708	-263,883
6	Transfer from Reserve: (to Environmental Services)	-83,976	-85,941	-87,728	-89,483	-91,273
7	Transfer from Reserve: (to Information Services) To fund Positions - Information Services including GIS	-162,994	-165,645	-168,047	-170,408	-172,816
8	Transfer from Reserve: (to Parks) To fund Positions - Urban Forestry	-47,880	-49,120	-50,094	-51,056	-52,059
9	Transfer from Reserve: (to Policy Planning) To fund positions - Policy Planning	-234,853	-238,075	-241,011	-146,891	-149,829
Total - Transfer From Development Process Reserve		-2,484,111	-2,724,155	-2,776,632	-2,731,622	-2,785,537
1	CD24016: Development Approval Procedures and Process Review - Implementation Phase 3. High	-85,000				
2	PL24033: Moody Centre Streetscape Standards 4. Medium	-18,000				
3	ES24022: Contaminated Sites Policy and Procedures (with Engineering and Planning) 4. Medium	-50,000				
4	IS24018: Tempest Project Coordinator - Phase II of Corporate Electronic Process Support 3. High	-112,000	-115,000			
Total - Project Funding From Development Process Reserve		-265,000	-115,000			
Ending Balance		4,154,840	3,506,986	3,144,654	2,827,331	2,456,094

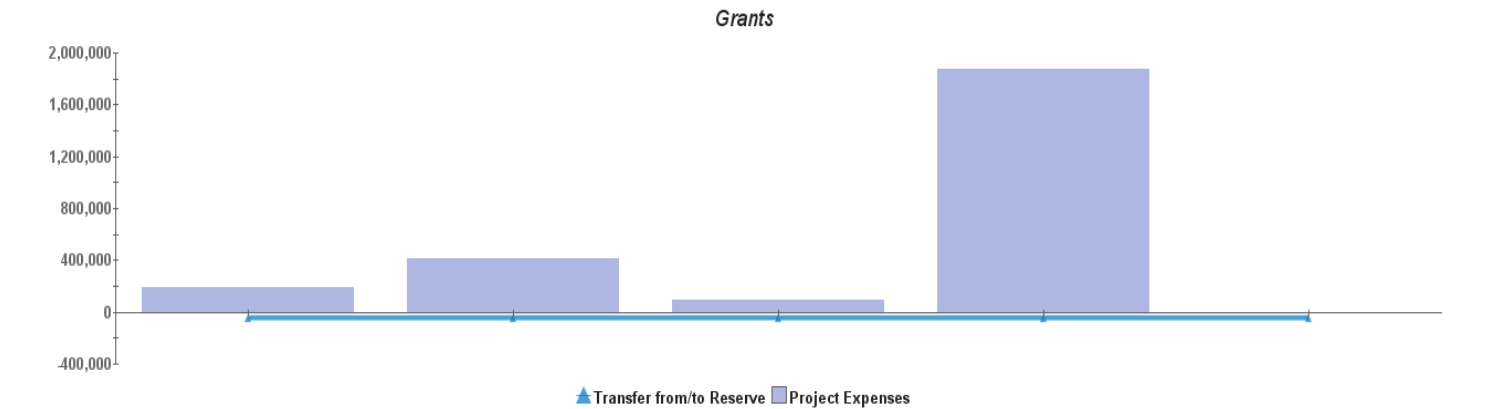
Equipment Replacement Reserve Fund



Equipment Replacement Reserve Fund		2024	2025	2026	2027	2028
Opening Balance		3,600,746	4,663,970	4,369,794	3,531,050	3,991,802
1	Transfer to Reserve: (from Building, Bylaw & Licensing)	13,219	15,417	16,865	17,946	18,809
2	Transfer to Reserve: (from Cultural Services)	5,831	6,242	6,512	6,714	6,875
3	Transfer to Reserve: (from Engineering)	5,000	5,000	5,000	5,000	5,000
4	Transfer to Reserve: (from Facilities)	106,573	114,197	119,219	122,970	125,965
5	Transfer to Reserve: (from Fire Rescue)	65,537	72,150	76,507	79,761	82,359
6	Transfer to Reserve: (from Operations)	601,061	676,138	725,590	762,526	792,019
7	Transfer to Reserve: (from Police)	214,130	238,212	254,736	267,331	277,510
8	Transfer to Reserve: (from Parks)	220,025	254,241	267,806	278,637	278,637
9	Transfer to Reserve: (from Solid Waste)	627,947	702,027	750,822	787,268	816,369
Total - Transfer To Equipment Replacement Reserve Fund		1,859,324	2,083,624	2,223,057	2,328,152	2,403,543

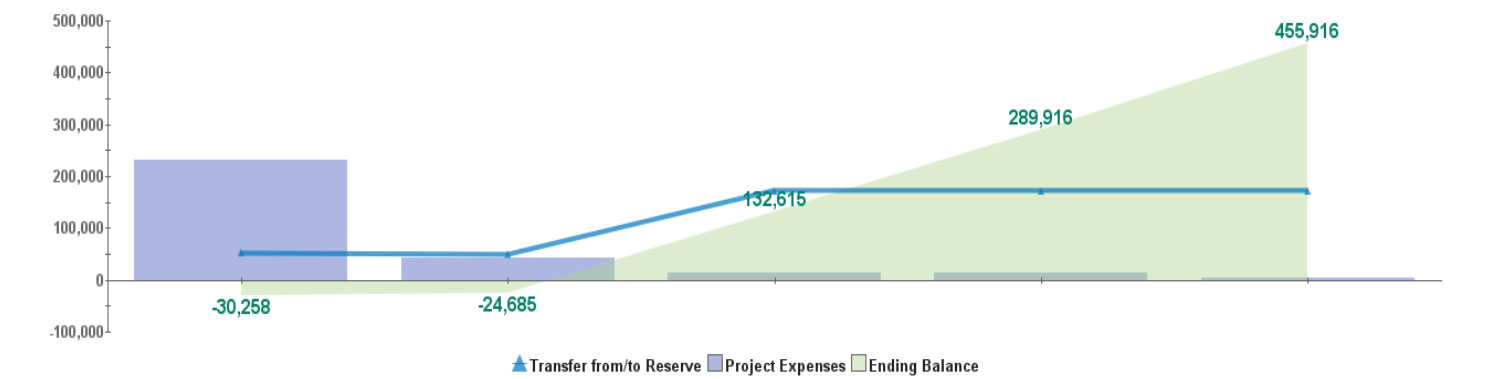
1	FC24204: Zamboni RS054 - Battery Replacement	3. High	-17,000			
2	FC24205: Zamboni RS059 - Battery Replacement	3. High	-17,000			
3	PK24134: FLEET - Purchase new F550 Hooklift Truck (Urban Forestry)	3. High	-150,000			
4	FL24001: BL - Replace PL003 - 2016 Ford Focus Electric CX902L	3. High	-66,600			
5	FL24010: OP - Replace OP099L - 2011 Ingersol Lightsource Trailer	3. High	-36,800			
6	FL24100: PK101B - Buyout Lease for F150 Hybrid	3. High	-35,000			
7	FL24101: PK103 - Buyout Lease for F150 Hybrid Capital	3. High	-35,000			
8	FL24011: OP - Replace OP99F - 2012 Atlas Copco Air Compressor Trailer 8643IC	3. High	-28,400			
9	FL24015: OP - Replace OP040A - 2013 Flatbed (Flushing) Trailer	3. High	-18,900			
10	FL24016: OP - Replace OP056 - 2014 Cargo Express Trailer (Civil Construction)	3. High	-27,800			
11	FL24002: FD - Replace FR015 - 2006 Rainbow Trailer - 02952y	3. High	-14,700			
12	FL24023: PK - Replace PK017 - 2008 Agri-Metal Tuff Vac Sweeper Attachment	3. High	-36,800			
13	FL24032: PK - Replace PKM001 - 2017 Kubota VS400 Premium Spreader	3. High	-5,500			
14	FL24034: PK - Replace PK069 - 17 F550 Dump	3. High	-183,900			
15	FL24037: OP - Replace OP074 - 17 Cat 430F2 Backhoe Loader	3. High	-289,300			
16	FL24038: PK - Replace PK072 - 17 F550 Super Cab Dump	3. High	-183,900			
17	FL24039: OP - Replace OP070 - 17 Ford F550 Crew Cab Dump	3. High	-189,100			
18	FL24004: FD - Replace FR014 - 09 Wells Cargo Trailer	3. High		-29,300		
19	FL24042: OP - Replace OP104 - 2021 Big Tex Tandem Trailer	3. High			-12,100	
20	FL24046: OP - Replace OP034 - 2009 Trailtech Tilt Trailer	3. High		-26,300		
21	FL24047: OP - Replace OP059 - 16 F150 4x4 Super Cab	3. High			-91,500	
22	FL24048: OP - Replace OP060 - 16 Ford Transit 350 Van	3. High			-96,900	
23	FL24049: OP - Replace OP062 - 14 Clarke 5,000lbs Forklift	3. High			-43,100	
24	FL24050: OP - Replace OP068 - 16 Ford F150 Super Cab 4x4	3. High			-80,800	
25	FL24051: OP - Replace OP079 - 2018 Peterbilt Elgin Crosswind	3. High			-484,600	
26	FL24052: OP - Replace OP080 - 2018 Freightliner 108SD Dump	3. High			-457,700	
27	FL24053: OP - Replace OP100 - 2020 F550 Bucket Truck	3. High			-193,800	
28	FL24054: OP - Replace OP99M - 2013 Kohler Mobile Generator	3. High			-96,900	
29	FL24055: PK - Replace PK065A - 2016 Ford F150 Super Cab	3. High			-80,800	
30	FL24056: PK - Replace PK077 - 2018 Kubota 1100C	3. High	-56,400			

Equipment Replacement Reserve Fund				2024	2025	2026	2027	2028
31	FL24057: PK - Replace PK084 - 2019 Ferris FB2000	3. High			-15,800			
32	FL24058: PK - Replace PKM002 - Redexim Overseeder	3. High			-26,300			
33	FL24060: FD - Replace FR019 - 11 Wells Cargo Trailer	3. High				-21,500		
34	FL24061: FD - Replace FR022 - 16 Ford F550 Hooklift	3. High				-183,100		
35	FL24062: FC - Replace FC063 - 17 Ford F150 Super Cab 4x4	3. High					-93,800	
36	FL24063: FC - Replace FC064 - 17 Ford Transit Van	3. High					-99,300	
37	FL24064: FC - Replace FC067 - 2017 Ford Transit Connect	3. High					-71,700	
38	FL24065: FD - Replace FR023 - 2017 Ford Explorer Interceptor	3. High					-88,300	
39	FL24067: PK - Replace PK078 - 2019 Redexim Level Spike 2200	3. High					-22,100	
40	FL24068: PK - Replace PK079 - 2019 Redexim Verti Groom 2000	3. High					-16,600	
41	FL24069: PK - Replace PK087 - 2021 John Deere 1575 Terrain Cut	3. High					-71,700	
42	FL24070: PK - Replace PK088 - 2021 Snake River Trailer	3. High					-11,000	
43	FL24071: OP - Replace OP106 - 2021 John Deere W61R Mower	3. High					-16,600	
44	FL24072: OP - Replace OP091 - 2017 Ford F350 Super Cab	3. High					-99,300	
45	FL24073: OP - Replace OP073 - 17 Ford F150 Super CrewPU 4WD	3. High					-88,300	
46	FL24074: OP - Replace OP078 - 17 Ford F350 Super Cab 4x4	3. High					-99,300	
47	FL24075: OP - Replace OP086 - 2020 Freightliner 114SD VACTOR	3. High					-827,900	
48	FL24076: OP - Replace OP105 - 2021 John Deere 1575 Terrain Cut	3. High					-71,700	
49	FL24082: BL - Replace PL004 - 2018 Ford Transit Connect	3. High						-67,900
50	FL24083: CU - Replace CU001 - 07 Dodge Caravan	3. High						-73,500
51	FL24084: EN - Replace EN001 - 2018 Ford Escape	3. High						-56,600
52	FL24085: FC - Replace FC066 - 2018 Ford F150	3. High						-96,200
53	FL24086: OP - Replace OP066 - 16 Mercedes Sprinter 3500	3. High						-113,100
54	FL24087: OP - Replace OP067 - 16 Mercedes Sprinter 3500	3. High						-113,100
55	FL24088: OP - Replace OP069 - 16 Wachs Valve Exercising Trailer	3. High						-113,100
56	FL24089: OP - Replace OP081 - 2018 Ford Escape	3. High						-67,900
57	FL24090: OP - Replace OP082 - 17 Cat 914M Loader	3. High						-203,700
58	FL24091: OP - Replace OP99P - 2018 Ver-Mac Sign Trailer	3. High						-33,900
59	FL24092: OP - Replace OP071A - 2018 F150 Crew Cab	3. High						-79,200
60	FL24093: PK - Replace PK073 - 2018 Ford F150 Super Cab	3. High						-84,900
61	FL24094: PK - Replace PK074 - 2018 F150 Super Cab	3. High						-84,900
62	FL24095: PK - Replace PK076 - 2018 F150 Super Cab	3. High						-79,200
63	FL24096: PK - Replace PK093 - 2022 Cormidi C13.85 Dumper	3. High						-33,900
64	PD24018: Replace PO086Y26 Dodge Durango	3. High				-120,600		
65	PD24019: Replace PO087Y25 Ford Explorer	3. High			-117,700			
66	PD24020: Replace PO089Y24 Dodge Charger	3. High	-112,000					
67	PD24021: Replace PO091Y25 Ford Explorer	3. High		-117,700				
68	PD24022: Replace PO092Y24 Dodge Charger	3. High	-112,000					
69	PD24023: Replace PO093Y24 Dodge Charger	3. High	-112,000					
70	PD24024: Replace PO100Y24 Dodge Charger	3. High		-117,700				
71	PD24026: Replace PO102Y24 Traffic Motorcycle	3. High	-46,100					
72	PD24028: Replace PO105Y24 Dodge Charger	3. High	-112,000					
73	PD24029: Replace PO112Y26 Honda Accord	3. High			-58,100			
74	PD24030: Replace PO095Y26 Chevrolet Tahoe	3. High			-120,600			
75	PD24037: Replace PO103Y26 Dodge Charger	3. High			-120,600			
76	PD24038: Replace PO082 Prisoner Van	3. High						-73,500
77	PD24039: Replace PO098Y27 Victim Services Van	3. High					-66,200	
78	SO24010: OP088 - Replace 20 Mack Garbage Truck LR	3. High			-673,100			
79	SO24016: OP087 - Replace 2018 Ford F150 Super Cab	3. High						-84,900
80	SO24002: Cart Replacement Plan	3. High	-103,500	-106,100	-108,800		-111,500	-114,300
81	SO24006: OP083 - Replace 2017 Mack Garbage Truck LR	3. High		-656,600				
Total - Project Funding From Equipment Replacement Reserve Fund				-796,100	-2,377,800	-3,061,800	-1,867,400	-1,573,800
Ending Balance				4,663,970	4,369,794	3,531,050	3,991,802	4,821,545

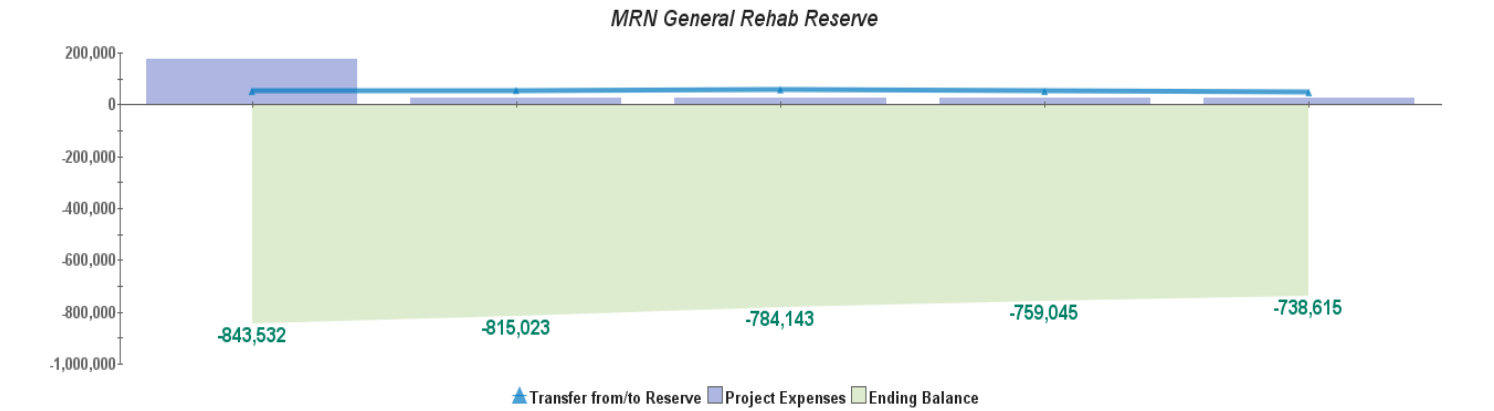


Grants				2024	2025	2026	2027	2028
Opening Balance				0	0	0	0	0
1	ES24013: Wildlife and Environment Student Outreach Program	4. Medium		-8,000	-8,000			
2	ES24006: CLIMATE ACTION PLAN - Ecological Restoration and Enhancement Projects - Lower Suter Brook Creek	4. Medium		-180,000	-405,000	-90,000		
3	EN24033: Barnet Highway CP Rail Overpass Deck Rehabilitation	4. Medium					-1,875,000	
Total - Project Funding From Grants				-188,000	-413,000	-90,000	-1,875,000	
Ending Balance				0	0	0	0	0

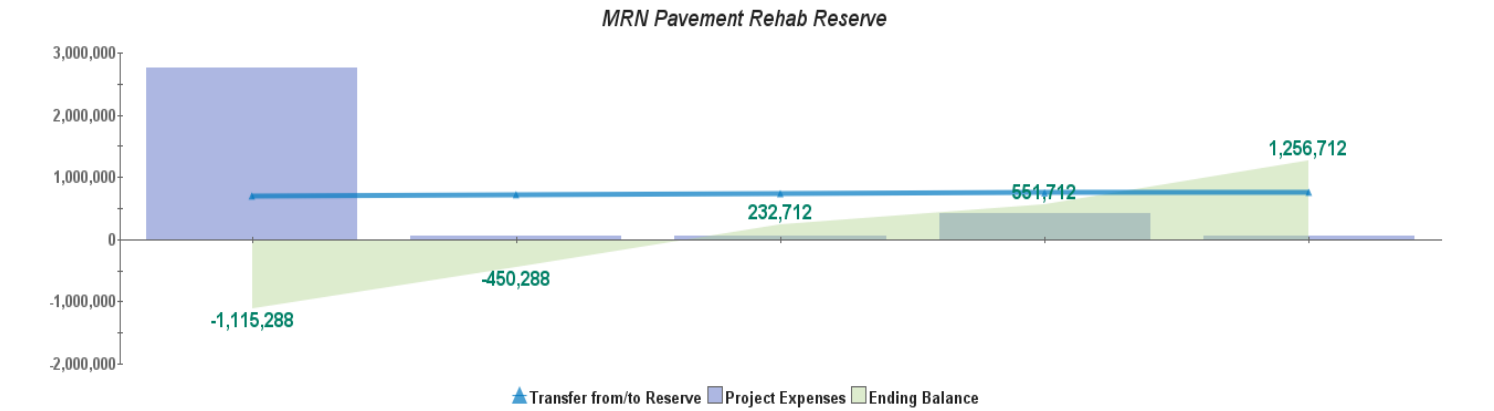
Local Government Climate Action Program



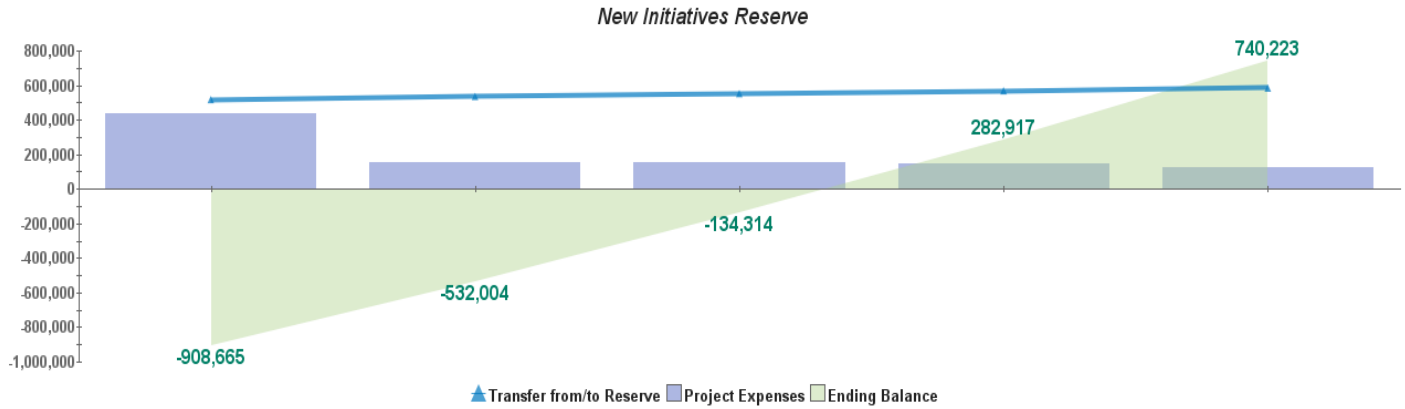
Local Government Climate Action Program			2024	2025	2026	2027	2028
Opening Balance			149,690	-30,258	-24,685	132,616	289,916
1	Transfer to Reserve: (from Fiscal Services)		186,000	186,000	186,000	186,000	186,000
Total - Transfer To Local Government Climate Action Program			186,000	186,000	186,000	186,000	186,000
1	Transfer from Reserve: (to Community Development Admin)		-15,000	-15,000	-15,000	-15,000	-15,000
2	Transfer from Reserve: (to Policy Planning)		-118,947	-121,727			
Total - Transfer From Local Government Climate Action Program			-133,947	-136,727	-15,000	-15,000	-15,000
1	PL24017: Community Education - Extreme Weather	2. Council	-5,000	-5,000	-5,000	-5,000	-5,000
2	PL24031: Cool It! Climate Leadership Workshops	3. High	-8,700	-8,700	-8,700	-8,700	
3	PL24036: Building Benchmark BC	2. Council	-13,000				
4	PL24037: Update and Expand Rezoning Policies with a Climate Lens	2. Council	-8,000				
5	PL24038: Engage Strata Councils and Large Building Management Companies	2. Council	-10,000				
6	PL24039: Create a Strategy for Weather-Responsive City Department Staffing and Equipment	2. Council	-27,300				
7	PL24040: Mandatory Building Benchmarking and Mandatory Disclosure for Part 3 Buildings	2. Council	-30,000				
8	CA24006: Zero Waste Plan Implementation	4. Medium	-130,000	-30,000			
Total - Project Funding From Local Government Climate Action Program			-232,000	-43,700	-13,700	-13,700	-5,000
Ending Balance			-30,258	-24,685	132,616	289,916	455,916



MRN General Rehab Reserve		2024	2025	2026	2027	2028
Opening Balance		-718,674	-843,532	-815,023	-784,143	-759,045
1	Transfer to Reserve: (from MRN)	50,141	53,510	55,880	50,097	45,430
Total - Transfer To MRN General Rehab Reserve		50,141	53,510	55,880	50,097	45,430
1	EN24032: Streetlight LED Replacement	3. High	-150,000			
2	EN24037: Pedestrian Walkways/Accessibility Capital Rehabilitation Program	3. High	-25,000	-25,000	-25,000	-25,000
Total - Project Funding From MRN General Rehab Reserve		-175,000	-25,000	-25,000	-25,000	-25,000
Ending Balance		-843,532	-815,023	-784,143	-759,045	-738,615



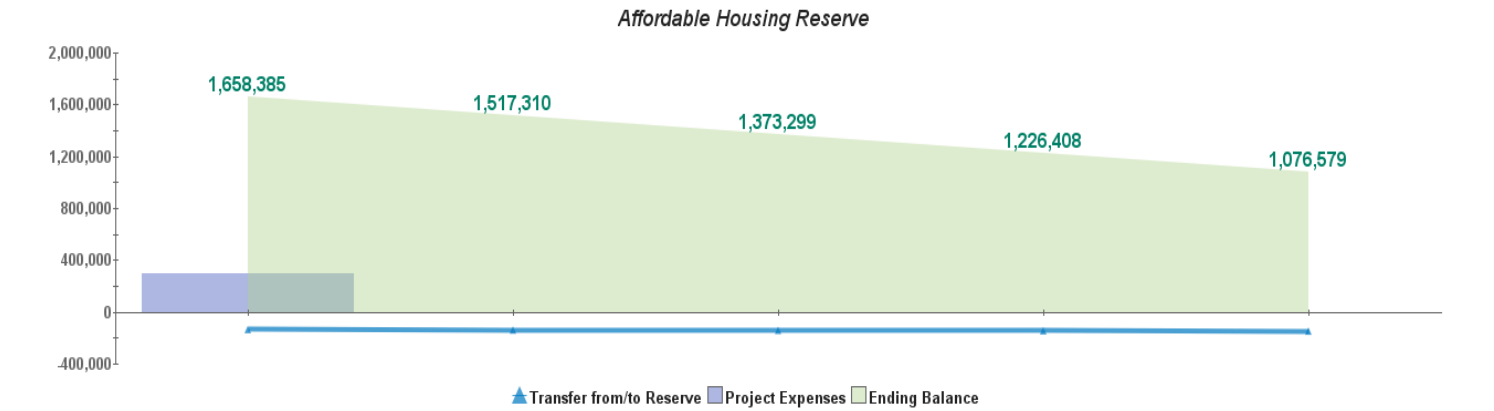
MRN Pavement Rehab Reserve				2024	2025	2026	2027	2028
Opening Balance				940,712	-1,115,288	-450,288	232,712	551,712
1	Transfer to Reserve: (from MRN)			694,000	715,000	733,000	744,000	755,000
Total - Transfer To MRN Pavement Rehab Reserve				694,000	715,000	733,000	744,000	755,000
1	EN24033: Barnet Highway CP Rail Overpass Deck Rehabilitation	4. Medium					-375,000	
2	EN24009: Major Road Network (MRN) Road Rehabilitation Program	3. High		-2,750,000	-50,000	-50,000	-50,000	-50,000
Total - Project Funding From MRN Pavement Rehab Reserve				-2,750,000	-50,000	-50,000	-425,000	-50,000
Ending Balance				-1,115,288	-450,288	232,712	551,712	1,256,712



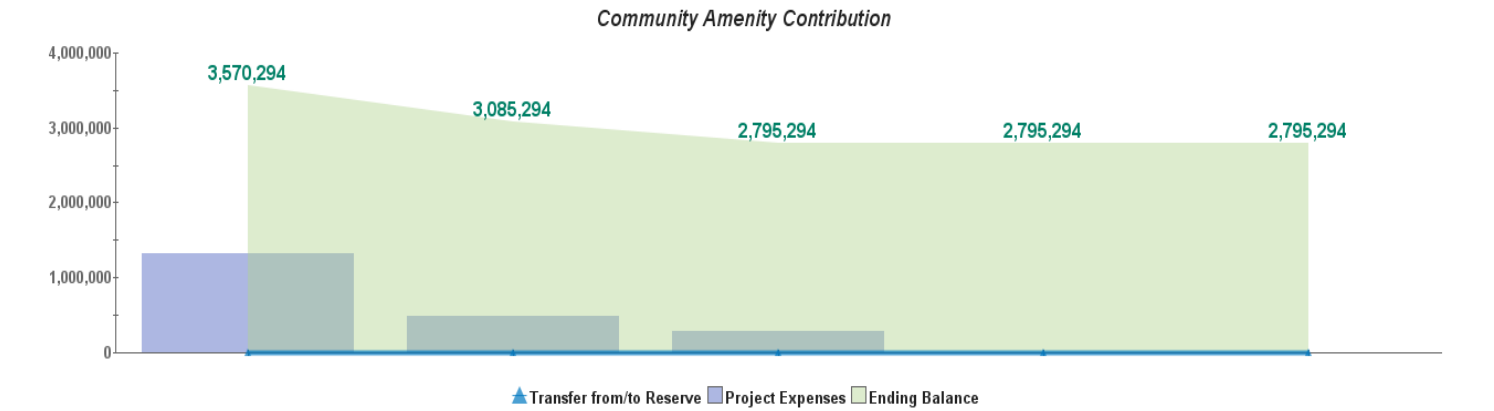
New Initiatives Reserve			2024	2025	2026	2027	2028
Opening Balance			-990,000	-908,665	-532,004	-134,314	282,917
1	Transfer to Reserve: (from Fiscal Services)		517,277	534,771	551,305	567,862	582,862
	Total - Transfer To New Initiatives Reserve		517,277	534,771	551,305	567,862	582,862
1	Transfer from Reserve: (to Fiscal Services)		-1,442	-610	-615	-631	-556
	Total - Transfer From New Initiatives Reserve		-1,442	-610	-615	-631	-556
1	CM24001: Council Strategic Plan Goals	3. High	-125,000	-125,000	-125,000	-150,000	-125,000
2	CD24011: Economic Impact Study of Port Moody Arts Centre	3. High	-10,000				
3	CD24013: Establishing EDMP baseline & ILS updates	3. High	-18,000				
4	CD24014: Promotional Package for Urban Industrial Investment	3. High	-5,000				
5	CD24015: Foreign Direct Investment Attraction	3. High	-12,500				
6	CO24001: Internal Communication Strategy	3. High	-10,000				
7	CA24004: Emergency Social Services (ESS) Plan and Program Update	4. Medium	-50,000				
8	CU24033: Inaugural Council	2. Council			-10,000		
9	FC24266: Civic Centre - Replace Gas-fired RTUs with ASHP RTU (GHGR)	4. Medium					
10	PK24117: Urban Forestry - Tree Planting Master Plan	3. High	-35,000				
11	PK24118: Urban Forestry Student - Multi-year	3. High	-17,000	-17,500	-18,000		
12	PK24053: Dog Management Strategy - Additional Scope	3. High	-30,000				
13	FD24012: Community Risk Reduction Program	4. Medium	-12,000				
14	FD24014: Emergency Planning Coordinator	3. High	-50,000				
15	FD24007: Mental Health Resilience Support and Training	3. High		-15,000			
16	FI24002: Pay Parking Strategy	2. Council	-60,000				
	Total - Project Funding From New Initiatives Reserve		-434,500	-157,500	-153,000	-150,000	-125,000
Ending Balance			-908,665	-532,004	-134,314	282,917	740,223

Other Reserves

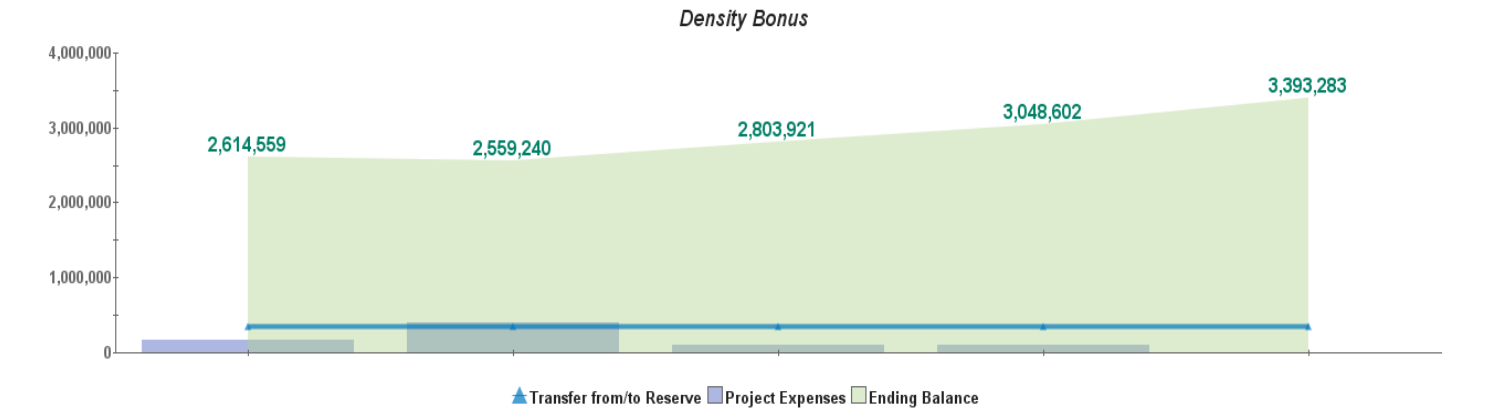
2024 - 2028 Reserve Balances



Affordable Housing Reserve		2024	2025	2026	2027	2028
Opening Balance		2,096,238	1,658,385	1,517,310	1,373,299	1,226,408
1	Transfer from Reserve: (to Policy Planning)	-137,853	-141,075	-144,011	-146,891	-149,829
	Total - Transfer From Affordable Housing Reserve	-137,853	-141,075	-144,011	-146,891	-149,829
1	PL24041: Missing Middle Housing Policy	-170,000				
2	PL24042: Rental Retention and Renewal - Economic Analysis	-60,000				
3	PL24043: Enhance Family Friendly Units Policy and Develop Design Guidelines	-30,000				
4	PL24044: Evaluation of Affordable Home Ownership Programs	-40,000				
	Total - Project Funding From Affordable Housing Reserve	-300,000				
Ending Balance		1,658,385	1,517,310	1,373,299	1,226,408	1,076,579

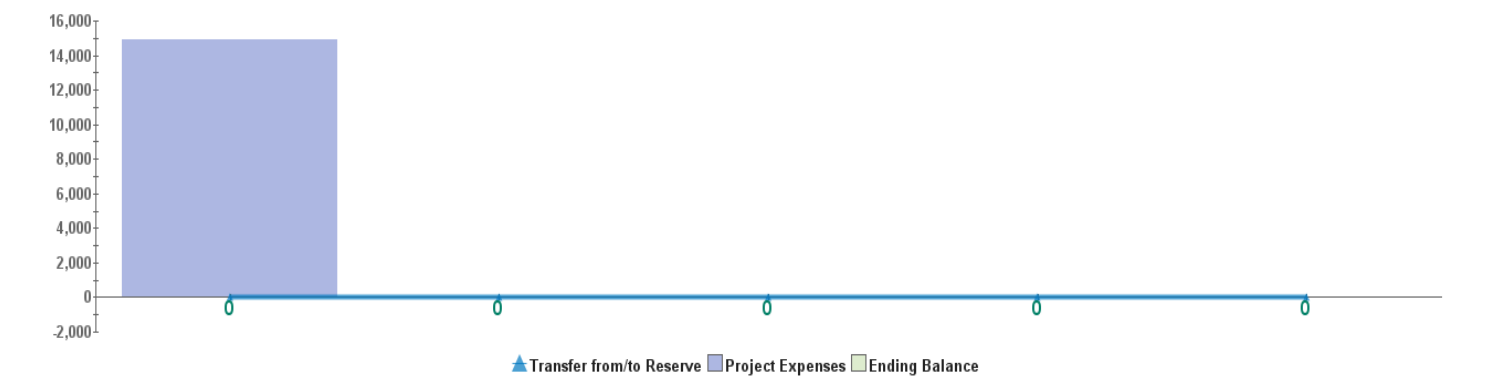


Community Amenity Contribution				2024	2025	2026	2027	2028
Opening Balance				4,885,794	3,570,294	3,085,294	2,795,294	2,795,294
1	ES24015: CLIMATE ACTION PLAN - Tidal Park Protection and Restoration	3. High		-87,500	-200,000	-225,000		
2	FC24240: Recreation Complex - Gymnasium Air Conditioning (GHGR)	3. High		-800,000				
3	PK24103: Twin Creeks - Natural Playground	5. Low				-65,000		
4	PK24132: Town Centre Park - Children Climbing Wall at Front of Recreation Centre	5. Low		-30,000				
5	PK24138: Town Centre Park - Outdoor Fitness Equipment	3. High			-35,000			
6	PK24141: SD43 Joint Use Future Project - Port Moody Senior Rebuild Basketball and Sports Court	3. High		-160,000				
7	PK24142: SD43 Joint Use Future Project - Resurfacing and Improvements to Heritage Woods/North Shore Community Park Basketball Courts	3. High		-100,000				
8	PK24147: Town Centre Park - Inclusion of LED Lighting for Pickleball Courts	4. Medium		-50,000				
9	PK24038: Playground Rehabilitation - Art Wilkinson Playground (Lifecycle Replacement and Expansion)	3. High			-250,000			
10	PK24043: Easthill Park - Water Park Replacement and Expansion	3. High		-88,000				
Total - Project Funding From Community Amenity Contribution				-1,315,500	-485,000	-290,000		
Ending Balance				3,570,294	3,085,294	2,795,294	2,795,294	2,795,294

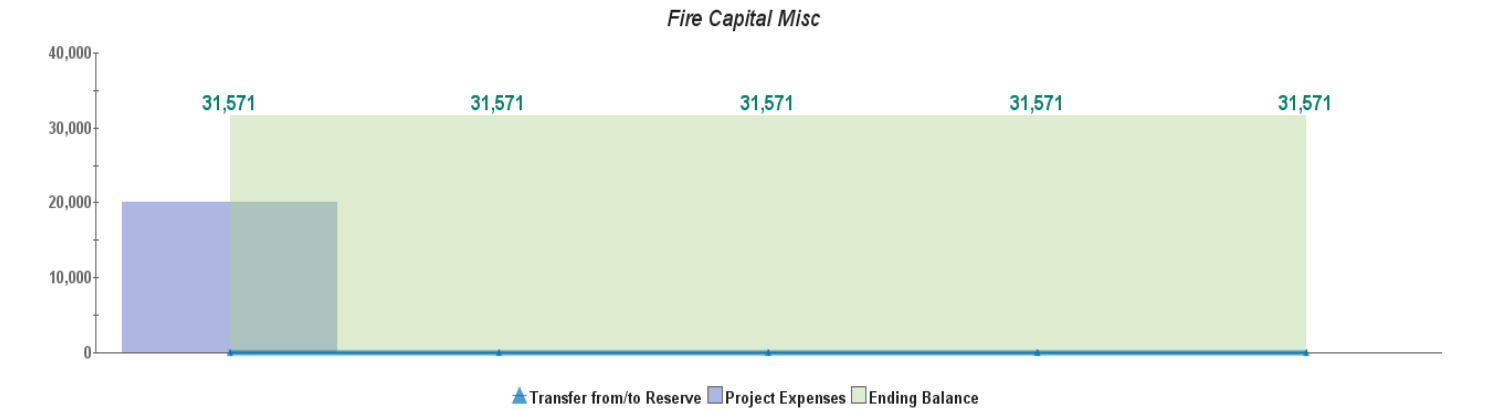


Density Bonus		2024	2025	2026	2027	2028
Opening Balance		2,444,878	2,614,559	2,559,240	2,803,921	3,048,602
1	Transfer to Reserve: (from Fiscal Services)	344,681	344,681	344,681	344,681	344,681
	Total - Transfer To Density Bonus	344,681	344,681	344,681	344,681	344,681
1	CA24002: Civic Complex Exterior Upgrades and Enhancement (Phase II)	-175,000	-400,000	-100,000	-100,000	
	Total - Project Funding From Density Bonus	-175,000	-400,000	-100,000	-100,000	
Ending Balance		2,614,559	2,559,240	2,803,921	3,048,602	3,393,283

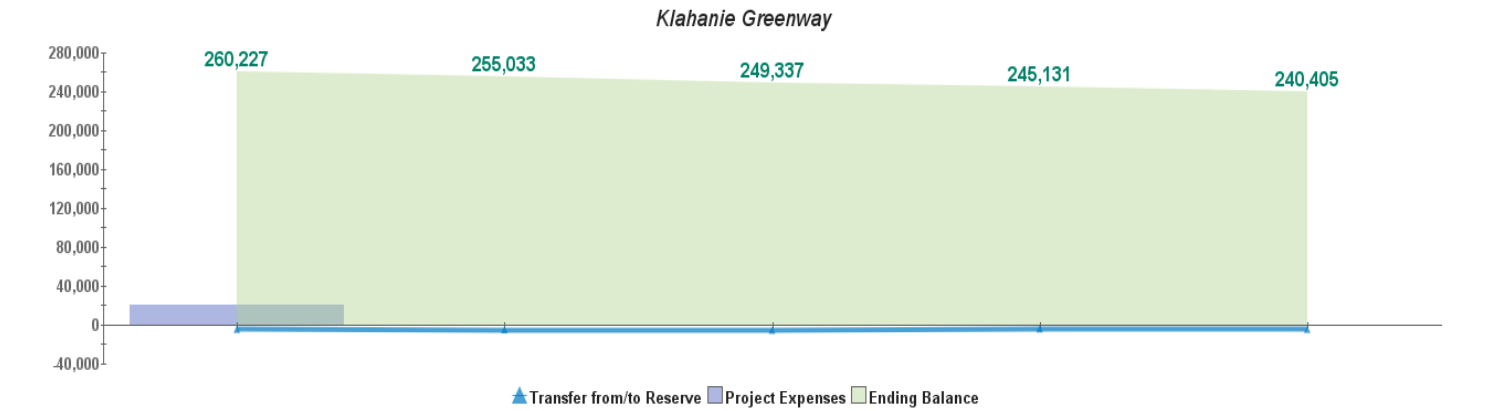
Emerg-Ecomm Police Reserve



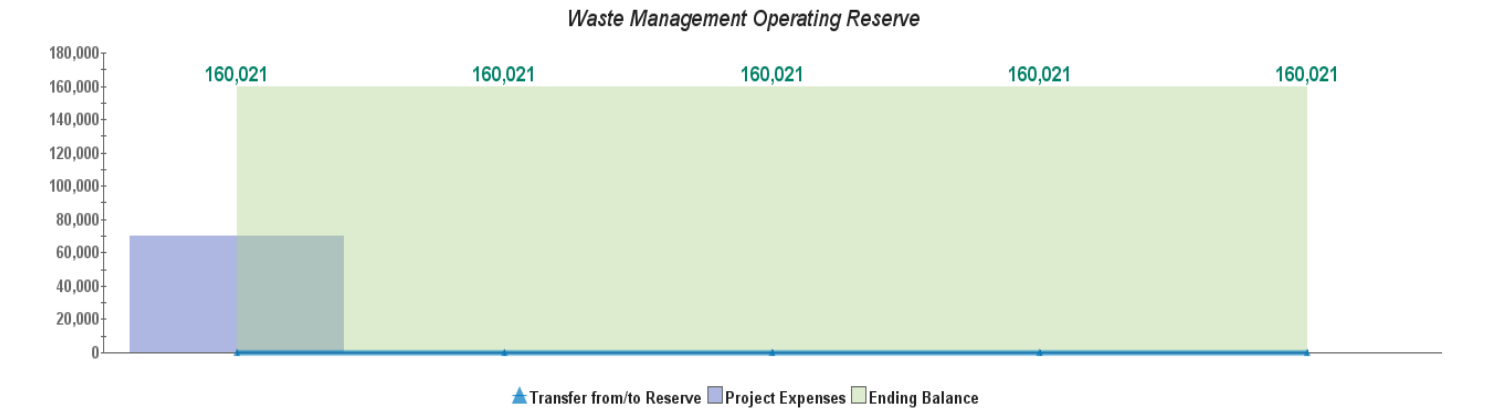
Emerg-Ecomm Police Reserve		2024	2025	2026	2027	2028
Opening Balance		14,900	0	0	0	0
1	IS24017: Next Generation 9-1-1 Implementation 3. High 	-14,900				
Total - Project Funding From Emerg-Ecomm Police Reserve		-14,900				
Ending Balance		0	0	0	0	0



Fire Capital Misc		2024	2025	2026	2027	2028
Opening Balance		51,671	31,571	31,571	31,571	31,571
1	IS24017: Next Generation 9-1-1 Implementation 3. High 	-20,100				
Total - Project Funding From Fire Capital Misc		-20,100				
Ending Balance		31,571	31,571	31,571	31,571	31,571



Klahanie Greenway		2024	2025	2026	2027	2028
Opening Balance		284,865	260,227	255,033	249,337	245,131
1	Transfer to Reserve: (from Fiscal Services)	21,900	21,900	21,900	21,900	21,900
	Total - Transfer To Klahanie Greenway	21,900	21,900	21,900	21,900	21,900
1	Transfer from Reserve: (to Parks)	-26,538	-27,094	-27,596	-26,106	-26,627
	Total - Transfer From Klahanie Greenway	-26,538	-27,094	-27,596	-26,106	-26,627
1	PK24092: Klahanie Greenway Bench Replacement	-20,000				
	Total - Project Funding From Klahanie Greenway	-20,000				
Ending Balance		260,227	255,033	249,337	245,131	240,405

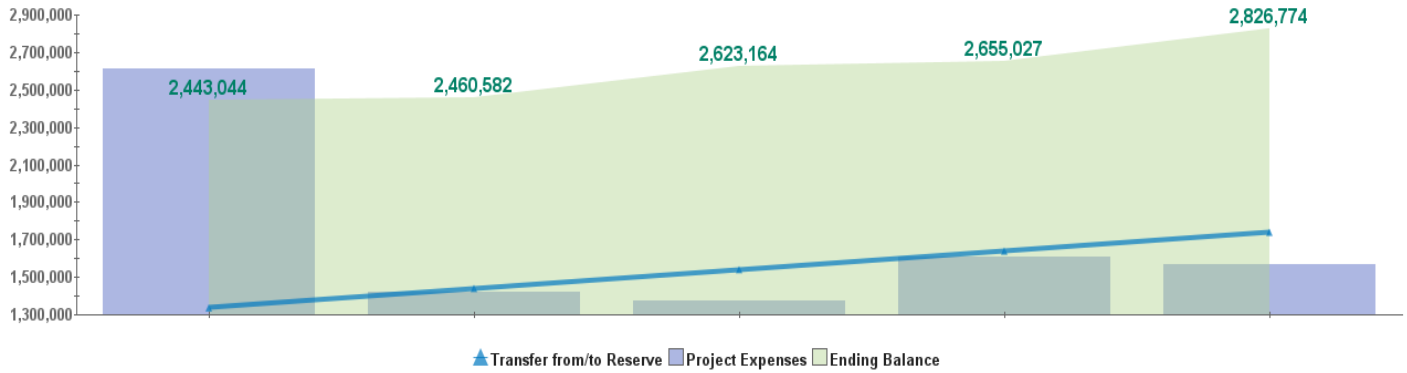


Waste Management Operating Reserve		2024	2025	2026	2027	2028
Opening Balance		230,021	160,021	160,021	160,021	160,021
1	FL24102: New Vehicle: Building Officials and Community Development Department 4. Medium 	-70,000				
Total - Project Funding From Waste Management Operating Reserve		-70,000				
Ending Balance		160,021	160,021	160,021	160,021	160,021

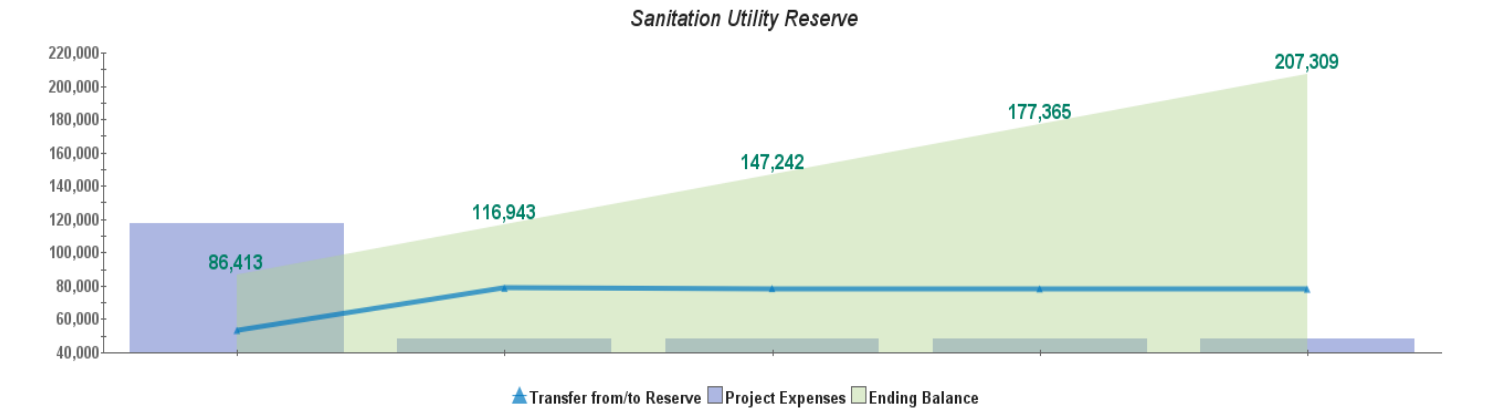
Utility Reserves

2024 - 2028 Reserve Balances

Drainage Capital Reserve

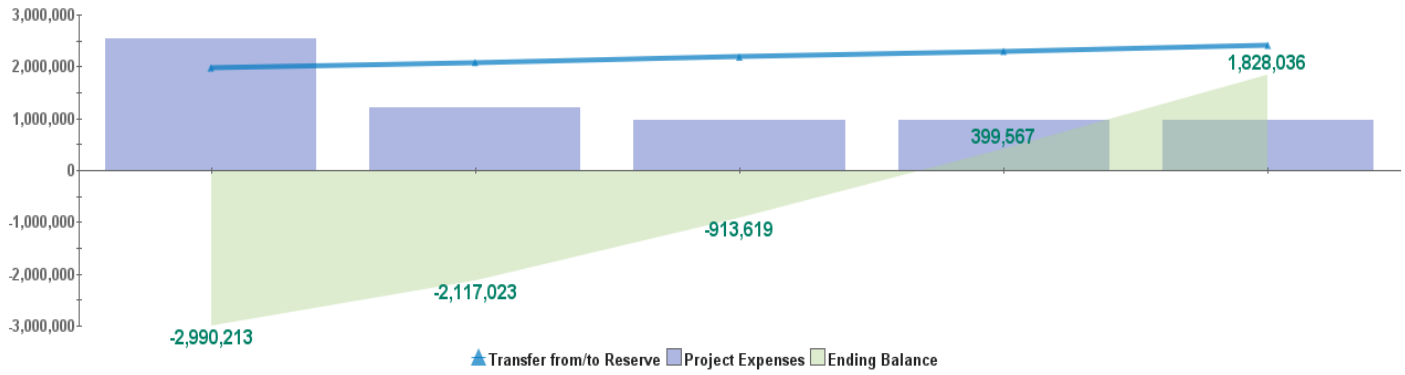


Drainage Capital Reserve				2024	2025	2026	2027	2028
1	Opening Balance			3,721,335	2,443,044	2,460,582	2,623,164	2,655,027
1	Transfer to Reserve: (from Drainage)			1,342,047	1,442,300	1,542,209	1,642,181	1,741,944
	Total - Transfer To Drainage Capital Reserve			1,342,047	1,442,300	1,542,209	1,642,181	1,741,944
1	Transfer from Reserve: (to Drainage)			-7,838	-4,262	-4,127	-4,817	-4,697
	Total - Transfer From Drainage Capital Reserve			-7,838	-4,262	-4,127	-4,817	-4,697
1	ES24001: Spill Management	3. High		-2,500	-2,500	-2,500	-2,500	-2,500
2	ES24019: CLIMATE ACTION PLAN - Erosion and Sediment Control Audit	4. Medium		-15,000	-15,000			
3	ES24002: Fish Passage and Habitat Enhancement	3. High		-6,000	-6,000	-6,000	-6,000	-6,000
4	EN24026: Development Cost Charges (DCC) Program Update	3. High		-20,000				
5	DR24013: Ioco Road Corridor Reconstruction	3. High		-875,000				
6	DR24016: Green Infrastructure Policy & Program Development	4. Medium		-50,000				
7	DR24003: Engineering Project Management and Development Resource	3. High		-12,000	-12,000	-12,000	-12,000	-12,000
8	DR24004: Environmental Investigation & Response - Drainage Systems	3. High		-45,000	-45,000	-45,000	-45,000	-45,000
9	DR24007: Storm Drainage Capital Infrastructure Program (Linear and Non-Linear)	3. High		-300,000	-100,000	-100,000	-100,000	-100,000
10	DR24008: Stream Water Quality Monitoring Program (AMF)	3. High		-75,000	-75,000	-75,000	-75,000	-75,000
11	DR24009: Storm Drainage Improvements - Moody Centre	3. High		-1,147,000	-1,100,000	-1,070,000	-1,300,000	-1,260,000
12	SD24007: CCTV Inspection/GPS Locate Program	3. High		-50,000	-50,000	-50,000	-50,000	-50,000
13	WT24013: Utility Rights of Way (Review/Assessment)	4. Medium		-15,000	-15,000	-15,000	-15,000	-15,000
	Total - Project Funding From Drainage Capital Reserve			-2,612,500	-1,420,500	-1,375,500	-1,605,500	-1,565,500
	Ending Balance			2,443,044	2,460,582	2,623,164	2,655,027	2,826,774



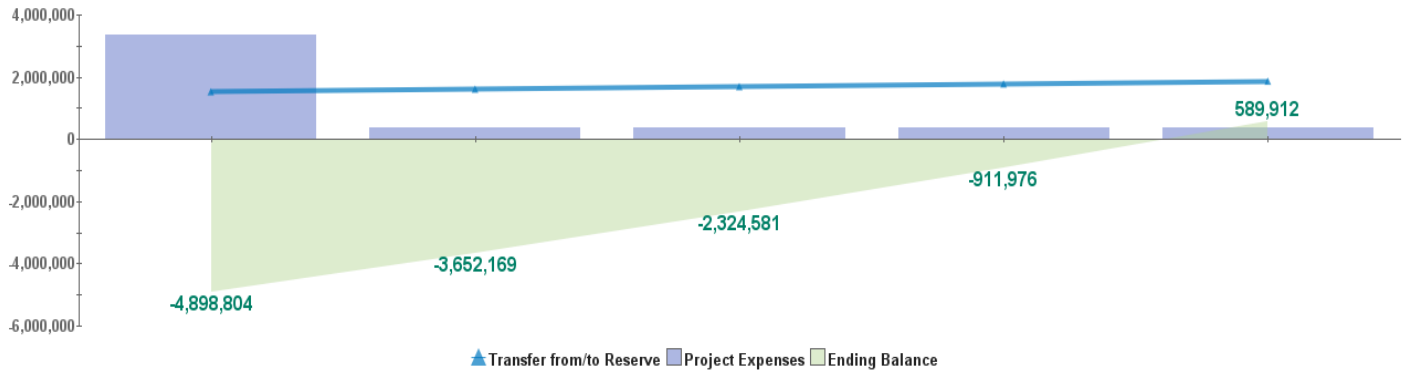
Sanitation Utility Reserve			2024	2025	2026	2027	2028
	Opening Balance		150,661	86,413	116,943	147,242	177,365
1	Transfer to Reserve: (from Solid Waste)		90,214	90,214	90,214	90,214	90,214
	Total - Transfer To Sanitation Utility Reserve		90,214	90,214	90,214	90,214	90,214
1	Transfer from Reserve: (to Fiscal Services)		-11,611	-11,684	-11,915	-12,091	-12,270
2	Transfer from Reserve: (to Parks)		-5,000	0	0	0	0
3	Transfer from Reserve: (to Solid Waste)		-20,452				
	Total - Transfer From Sanitation Utility Reserve		-37,062	-11,684	-11,915	-12,091	-12,270
1	OA24002: Public Works Day	3. High	-2,500	-2,500	-2,500	-2,500	-2,500
2	OA24003: Work Control Technician	3. High	-30,600				
3	OA24005: Operations Center (WY) Space Planning and Review	3. High	-8,800				
4	OP24011: Works Yard Improvements - Truck Wash Mechanical Works	3. High	-10,000				
5	SO24001: Solid Waste Coordinator Resource Materials and Outreach Tools	3. High	-5,500	-5,500	-5,500	-5,500	-5,500
6	SO24015: Curbside Recycling Monitoring & Audits	3. High	-20,000	-20,000	-20,000	-20,000	-20,000
7	SO24003: Public Waste Receptacles	3. High	-30,000	-10,000	-10,000	-10,000	-10,000
8	SO24004: Centralized Recycling Day	3. High	-10,000	-10,000	-10,000	-10,000	-10,000
	Total - Project Funding From Sanitation Utility Reserve		-117,400	-48,000	-48,000	-48,000	-48,000
Ending Balance			86,413	116,943	147,242	177,365	207,309

Sewer Capital Reserve



Sewer Capital Reserve				2024	2025	2026	2027	2028
1	Opening Balance			-2,430,465	-2,990,213	-2,117,023	-913,619	399,567
1	Transfer to Reserve: (from Sanitary Sewer)			1,999,823	2,099,814	2,204,805	2,315,045	2,430,797
	Total - Transfer To Sewer Capital Reserve			1,999,823	2,099,814	2,204,805	2,315,045	2,430,797
1	Transfer from Reserve: (to Sanitary Sewer)			-29,671	-26,125	-25,900	-26,360	-26,828
	Total - Transfer From Sewer Capital Reserve			-29,671	-26,125	-25,900	-26,360	-26,828
1	EN24026: Development Cost Charges (DCC) Program Update	3. High		-20,000				
2	EN24005: Engineering Project Management and Development Resource	3. High		-36,000	-36,000	-36,000	-36,000	-36,000
3	EN24053: Engineering & Operations Infrastructure Asset Life Cycle Program	3. High		-10,000	-10,000	-10,000	-10,000	-10,000
4	EN24054: Engineering & Operations Work Process / Work Control Program	3. High		-10,000	-10,000	-10,000	-10,000	-10,000
5	OA24002: Public Works Day	3. High		-2,500	-2,500	-2,500	-2,500	-2,500
6	OA24003: Work Control Technician	3. High		-30,600				
7	OA24005: Operations Center (WY) Space Planning and Review	3. High		-8,800				
8	OP24011: Works Yard Improvements - Truck Wash Mechanical Works	3. High		-10,000				
9	DR24013: Ioco Road Corridor Reconstruction	3. High		-875,000				
10	DR24003: Engineering Project Management and Development Resource	3. High		-12,000	-12,000	-12,000	-12,000	-12,000
11	SD24010: Sewer Capital Infrastructure Program (Linear and Non-Linear)	3. High		-1,320,000	-750,000	-750,000	-750,000	-750,000
12	SD24011: Parkside Drive Trail Bridge Replacement	4. Medium			-225,000			
13	SD24018: City Sanitary Model Maintenance Updates	3. High		-25,000	-25,000	-25,000	-25,000	-25,000
14	SD24004: Sanitary Sewer Flow Monitoring Program	3. High		-80,000	-40,000	-40,000	-40,000	-40,000
15	SD24007: CCTV Inspection/GPS Locate Program	3. High		-75,000	-75,000	-75,000	-75,000	-75,000
16	WT24013: Utility Rights of Way (Review/Assessment)	4. Medium		-15,000	-15,000	-15,000	-15,000	-15,000
	Total - Project Funding From Sewer Capital Reserve			-2,529,900	-1,200,500	-975,500	-975,500	-975,500
Ending Balance				-2,990,213	-2,117,023	-913,619	399,567	1,828,036

Water Capital Reserve



Water Capital Reserve				2024	2025	2026	2027	2028
Opening Balance				-3,049,929	-4,898,804	-3,652,169	-2,324,581	-911,976
1	Transfer to Reserve: (from Water)			1,552,021	1,629,622	1,711,104	1,796,659	1,886,492
Total - Transfer To Water Capital Reserve				1,552,021	1,629,622	1,711,104	1,796,659	1,886,492
1	Transfer from Reserve: (to Water)			-35,997	-27,487	-28,015	-28,554	-29,104
Total - Transfer From Water Capital Reserve				-35,997	-27,487	-28,015	-28,554	-29,104
1	EN24026: Development Cost Charges (DCC) Program Update	3. High		-20,000				
2	EN24005: Engineering Project Management and Development Resource	3. High		-36,000	-36,000	-36,000	-36,000	-36,000
3	EN24053: Engineering & Operations Infrastructure Asset Life Cycle Program	3. High		-10,000	-10,000	-10,000	-10,000	-10,000
4	EN24054: Engineering & Operations Work Process / Work Control Program	3. High		-10,000	-10,000	-10,000	-10,000	-10,000
5	OA24002: Public Works Day	3. High		-2,500	-2,500	-2,500	-2,500	-2,500
6	OA24003: Work Control Technician	3. High		-30,600				
7	OA24005: Operations Center (WY) Space Planning and Review	3. High		-8,800				
8	SO24001: Solid Waste Coordinator Resource Materials and Outreach Tools	3. High		-3,000	-3,000	-3,000	-3,000	-3,000
9	WT24011: Water System Operational Improvements Program	4. Medium		-100,000	-100,000	-100,000	-100,000	-100,000
10	WT24013: Utility Rights of Way (Review/Assessment)	4. Medium		-30,000	-30,000	-30,000	-30,000	-30,000
11	WT24014: Engineering Project Management and Development Resource	3. High		-24,000	-24,000	-24,000	-24,000	-24,000
12	WT24021: City-wide Pressure Zone Operational Improvements	3. High		-125,000				
13	WT24022: City Water Model Maintenance Updates	4. Medium		-15,000	-15,000	-15,000	-15,000	-15,000
14	WT24008: Cross Connection Control Program Maintenance	3. High		-25,000	-25,000	-25,000	-25,000	-25,000
15	WT24009: Water Network Infrastructure Asset Renewal Program	3. High		-2,925,000	-100,000	-100,000	-100,000	-100,000
Total - Project Funding From Water Capital Reserve				-3,364,900	-355,500	-355,500	-355,500	-355,500
Ending Balance				-4,898,804	-3,652,169	-2,324,581	-911,976	589,912

A photograph of a dense forest with tall, straight trees and sunlight filtering through the canopy. The scene is captured from a low angle, looking up at the towering trunks. Sunlight streams through the canopy on the right side, creating a bright glow and illuminating the forest floor. The ground is covered in a thick layer of ferns and other forest floor vegetation. The overall atmosphere is serene and majestic.

Section Eight
Appendix

Photo by Liza Novecoski

Glossary of Terms

The following terms are defined specifically for use in the Strategic Plan, Business Plan and Five-Year Financial Plan for the City of Port Moody.

Accounting Principles: A set of generally accepted principles for administering accounting activities and regulating financial reporting.

Accrual Method Of Accounting: A method of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

Audit: A professional examination of a company's financial statement by a professional accountant or group to determine that the statement has been presented fairly and prepared using Generally Accepted Accounting Principles (GAAP).

Aux: Auxiliary Employee

Balanced Budget: A budget in which revenues are equal to expenditures, and where no budget deficit or budget surplus exists.

Budget: A set of plans that quantitatively describe an entity's projected future operations. A budget is used as a yardstick against which to measure actual operating results, for the allocation of funding, and as a plan for future operations.

Budget Amendment: Significant amendments may be made to the approved Five-Year Financial Plan by completing and adopting a revised Five-Year Financial Plan. Changes to departmental operating budgets are at the discretion of the General Manager, provided these changes occur within the approved departmental budget. Any other changes must be approved by Council.

Capital Assets: Assets of significant value and that have a useful life of greater than one year.

Capital Expenditures: Includes the purchase of land, the purchase or construction of buildings, structures, and facilities of all types, plus machinery and equipment. It includes expenditures that result in the acquisition or addition of a fixed asset or increase the capacity, efficiency, span of life, or economy of operating an existing fixed asset.

Capital Plan: A comprehensive five-year corporate plan that identifies the proposed capital project expenditures and sources of financing for all departmental projects. Projects within the Capital Plan are ranked using Council's Strategic Plan to determine which will be funded. The 'funded' portion of the plan is accommodated within the given financial constraints and means of the City, and therefore, can be undertaken at the required time.

Capital Project: A project has a clearly defined start and end point related to the creation or improvement of infrastructure assets; it is not a repetitive activity.

Community Amenity Contribution (CACs): Community Amenity Contributions are in-kind or cash contributions provided by property developers when City Council grants development rights through rezoning.

The demand on City facilities increases with rezonings, because of new residents and employees in the area. To lessen the impact on the community CACs address this increased demand by adding and expanding City facilities.

Community Charter: The provincial legislation governing local governments. This legislation replaced the Local Government Act in 2003.

Council Strategic Plan: Provides a framework for the decisions Council will make and guides our approach for delivering services to our community

CUPE: Canadian Union of Public Employees.

Deficit: The excess of an entity's liabilities over its assets or excess of expenditures over revenues during a single accounting period.

Density Bonus: Density Bonuses offer a development project a level of density that surpasses the allowable Floor Area Ratio (FAR) in exchange for additional amenities needed by the community. It is essentially an exchange system that allows local governments to permit developers to build larger multi-family buildings in exchange for their contribution to amenities that benefit the community.

Development Cost Charges (DCCs): A fee imposed on new development to help fund growth-related infrastructure.

Expenditures: The cost of goods and services received for both the regular City operations and the Capital Plan.

Financial Plan: Provides the statutory approval to expend funds, once approved by City Council. Approval for the Five- Year Financial Plan is granted on an annual basis for operating purposes and for the life of capital projects beginning in the first year of the plan period.

FTE: Full-Time Equivalent staffing positions.

Fund: A fiscal entity of self-balancing accounts that are segregated for the purpose of providing a specific service or activity.

Fund Balance: The cumulative total of the fund's revenue, expenditures, debt payments, debt proceeds and inter-fund transfers.

GAAP: Generally Accepted Accounting Principles, which are the conventions, rules and procedures that define accepted accounting practices.

General Fund Activities: Departments that are funded wholly or in part through property taxes and user fees.

Grant: A financial contribution to or from governments and organizations.

GVS&DD: Greater Vancouver Sewer and Drainage District

GVWD: Greater Vancouver Water District

IAFF: International Association of Fire Fighters

Liability: A loan, expense, or any other form of claim on the assets of an entity that must be paid or otherwise honoured by that entity.

Metro Vancouver: (formerly GVRD) Metro Vancouver is a federation of 21 municipalities, one Electoral Area and one Treaty First Nation that collaboratively plans for and delivers regional-scale services such as drinking water, wastewater treatment and solid waste management.

Operating budget: A financial plan outlining projected revenue and expenditures for the on-going, day-to-day activities of an organization during a given fiscal period.

PMPD: Port Moody Police Department

Process: Processes are the repetitive activities that take place throughout the organization: the tasks, responsibilities and day-to-day operations. Some are focused on customers, others are step-by-step practices towards specific outcomes and others are focused on internal operations.

PSAB: The Public Sector Accounting Board (PSAB) was created to serve the public interest by establishing accounting standards for the public sector. PSAB also provides guidance for financial and other performance information reported by the public sector.

RFP: Request for Proposal

RPT: Regular Part-Time Employee

Revenue: The money collected in exchange for providing a product or service.

Tax Levy: The total amount to be raised through property and business taxation for purposes specified in the annual operating budget.

Tax Rate: Municipal property tax revenue is calculated by applying the tax rate to the projected assessment base.

When calculating property tax, one mill is one thousandth of the assessment base.

Additional property tax revenue is generated through an increase in the mill rate and/or growth in the assessment base.

TFT: Temporary Full-Time Employee

Sanitary sewer: The sewage system that carries substances requiring sanitation treatment.

Sustainability: In terms of community development, sustainability is that which meets the needs of the present without compromising the ability of future generations to meet their own needs

Utility Fee: This fee is a charge to recover the cost of providing solid waste, sanitary sewer, and water services.

Statistical Analysis



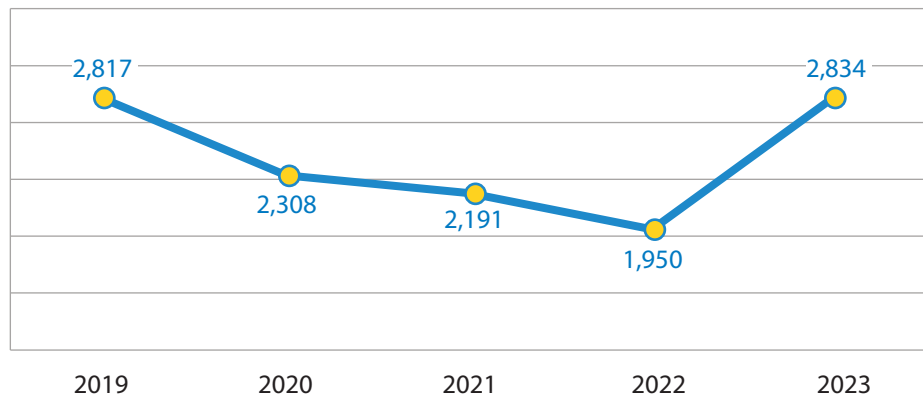
STATISTICAL ANALYSIS

2023 Major Employers in Port Moody

Employer	Industry
Fraser Health	Health
City of Port Moody	Local Government
School District 43	Education
Thrifty Foods	Retail Sales
Tru Earth	Warehouse/Retail Sales
Pacific Coast Terminal	Industrial
IGA	Retail Sales
Suncor	Industrial

Source: City of Port Moody Community Development Department

Business Licences, 2019–2023



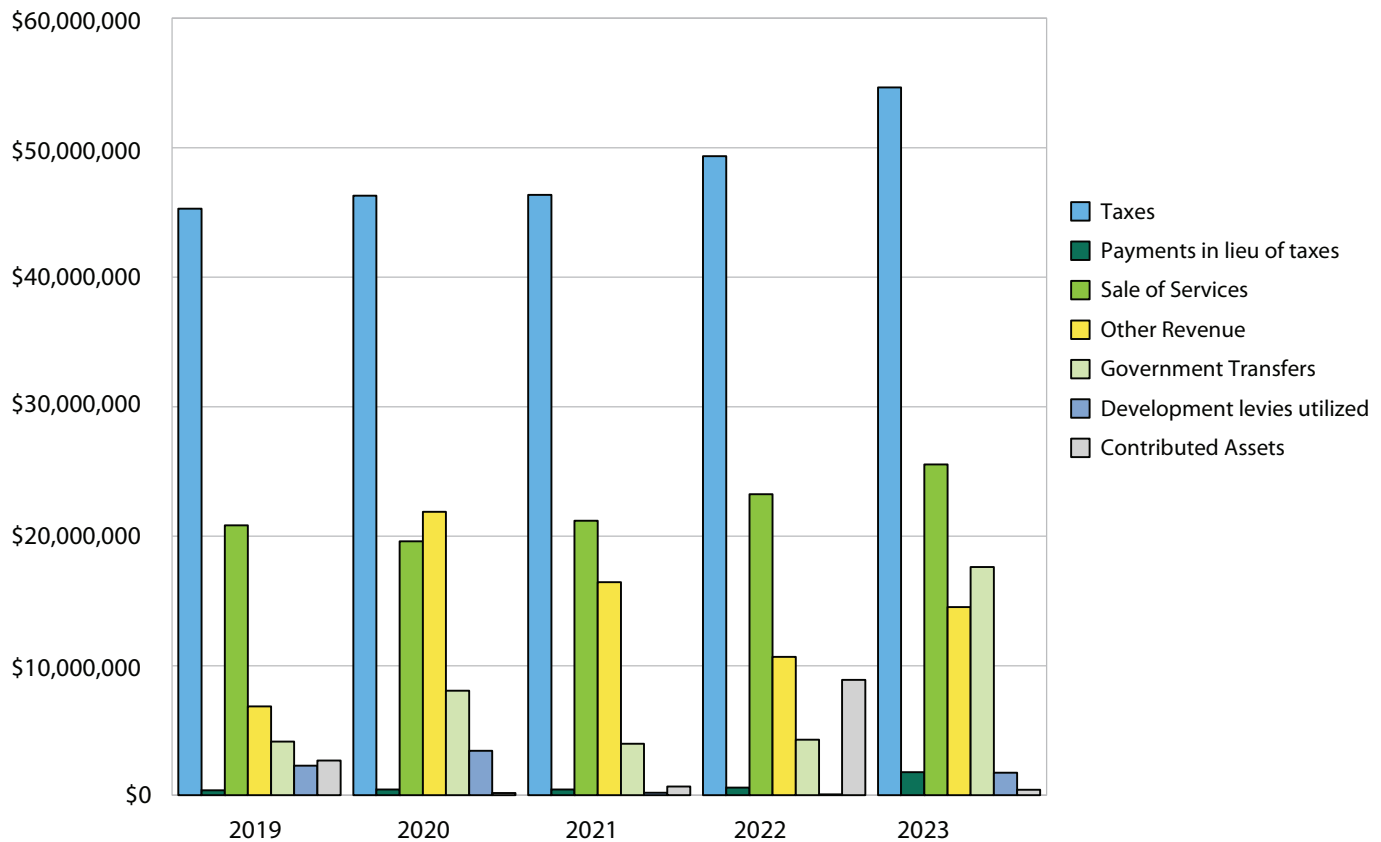
Source: City of Port Moody Community Development Department - Bylaw and Licensing Division

Building Permit Values, 2019–2023 (in millions of dollars)

Year	Residential	Commercial	Industrial	Institutional	Total
2023	\$ 181.99	\$ 1.93	\$ 0.00	\$ 22.45	\$ 206.47
2022	49.18	4.41	0.00	.275	53.97
2021	54.11	8.61	0.00	0.00	62.72
2020	205.14	1.63	0.00	19.48	226.25
2019	156.83	1.33	0.00	7.04	165.20

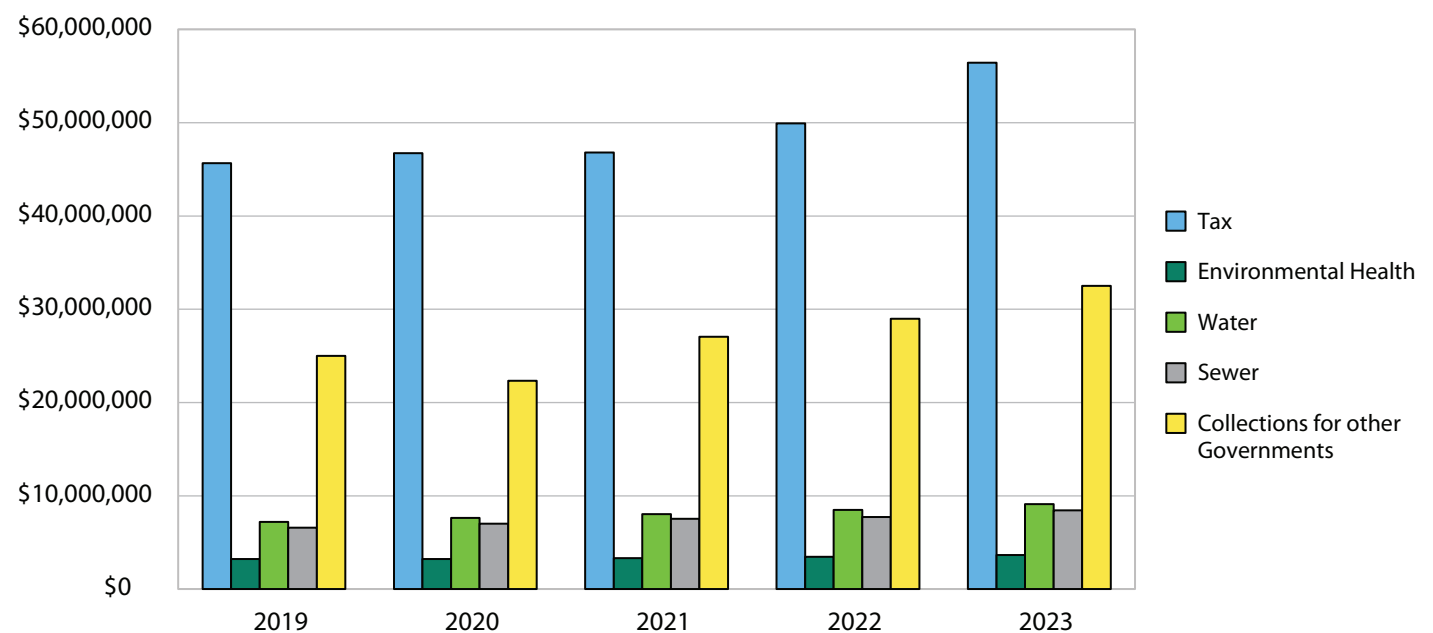
Source: City of Port Moody Community Development Department - Building Division

Revenues by Source, 2019–2023



Source: City of Port Moody Finance Division

Property Tax Collections, Other Major Levies and Collections, 2019–2023



Source: City of Port Moody Finance Division

STATISTICAL ANALYSIS

2023 Assessed Taxable Values (Includes Processed Supplementary Rolls and Port Credit)

Class	For General Purposes	% of Taxable Values	% of General Taxation
1 - Residential	\$ 16,686,484,325	88.36%	67.23%
2 - Utilities	4,922,705	0.03%	2.03%
3 - Supportive Housing	4	0.00%	0.00%
4 - Major Industrial	263,077,300	1.39%	11.27%
5 - Light Industrial	105,437,200	0.56%	1.55%
6 - Commercial	1,797,341,905	9.52%	17.79%
8 - Recreation	27,298,700	0.14%	0.13%
Total	\$ 18,884,562,139	100.00%	100.00%

Source: City of Port Moody Finance Division

2023 Mill Rates (per \$1,000 Assessed Taxable Values)

Class	Municipal	School*	TransLink	BCA	MFA	GVRD	Total
1 - Residential	2.22798	0.97990	0.21880	0.03360	0.00020	0.05330	3.51378
2 - Utilities	36.48740	12.57000	2.20310	0.45500	0.00070	0.18660	51.90280
3 - Supportive housing	2.22798	0.10000	-	-	0.00020	0.05330	2.38148
4 - Major Industrial	37.88939	1.33000	1.28310	0.45500	0.00070	0.18120	41.13939
5 - Light Industrial	8.63500	3.33000	0.62790	0.09640	0.00070	0.18120	12.87120
6 - Commercial	4.41812	3.33000	0.71910	0.09640	0.00050	0.13060	8.69472
7 - Managed Forest Land	6.68396	1.95000	-	0.23800	0.00060	0.15990	9.03246
8 - Recreation	1.88407	1.99000	0.14960	0.03360	0.00020	0.05330	4.11077
9 - Farm	2.22798	7.29000	0.30900	0.03360	0.00020	0.05330	9.91408

*Basic school rate. Additional School tax on high valued properties is an additional 0.2% on the residential portion assessed between \$3 million and \$4 million, and 0.4% on the residential portion assessed over \$4 million.

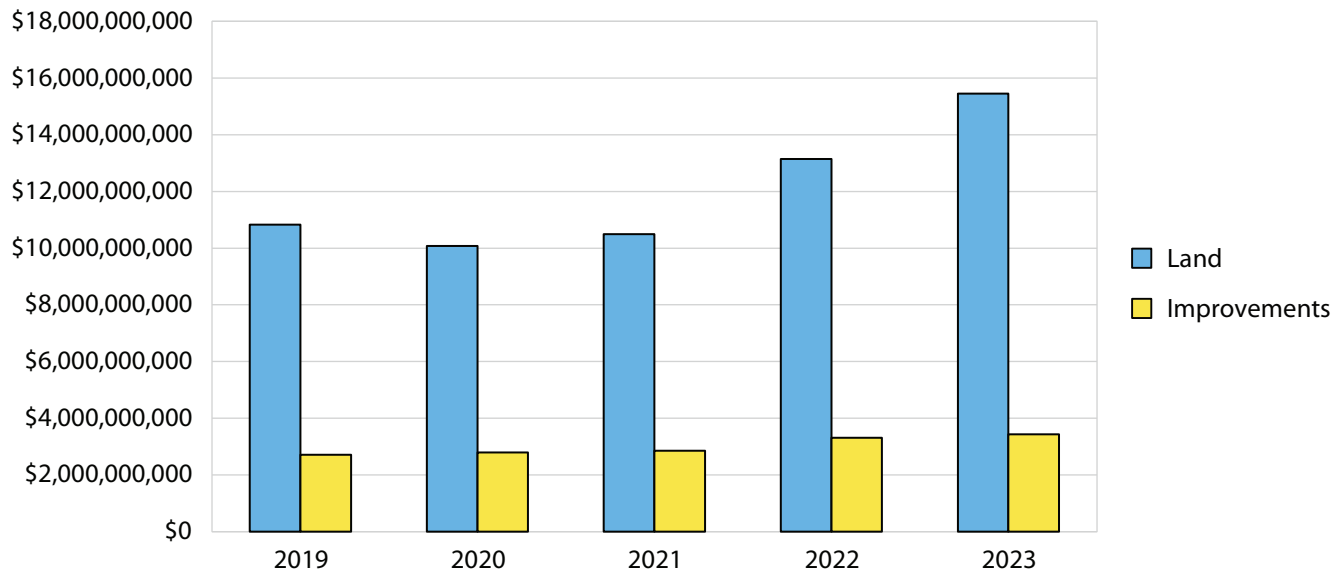
Source: City of Port Moody Finance Division

Property Taxes Levied and Collected, 2019–2023

	2023	2022	2021	2020	2019
City of Port Moody	\$ 56,422,028	\$ 49,932,175	\$ 46,795,699	\$ 46,729,700	\$ 45,658,166
Collection for Other Taxing Authorities					
Province of BC - School Tax	\$ 25,043,273	\$ 22,284,264	\$ 20,787,547	\$ 16,422,007	\$ 19,496,779
Greater Vancouver Regional District	1,196,074	1,048,391	935,319	828,511	711,785
Greater Vancouver Transit Authority	5,395,490	4,864,670	4,584,993	4,335,074	4,074,521
BC Assessment Authority	873,842	785,932	744,787	747,236	715,908
Municipal Finance Authority	4,514	3,891	3,208	3,090	3,195
Total Property Tax Levied	\$ 88,935,221	\$ 85,409,176	\$ 76,988,029	\$ 69,131,617	\$ 71,731,888
Total Current Year Property Taxes Collected	\$ 87,631,533	\$ 84,261,561	\$ 75,995,017	\$ 66,859,406	\$ 70,747,318
Percentage of Current Year Property Taxes Collected	98.53%	98.66%	98.71%	96.71%	98.63%

Source: City of Port Moody Finance Division

Assessed Values for General Municipal Purposes, 2019–2023



Source: City of Port Moody Finance Division

STATISTICAL ANALYSIS

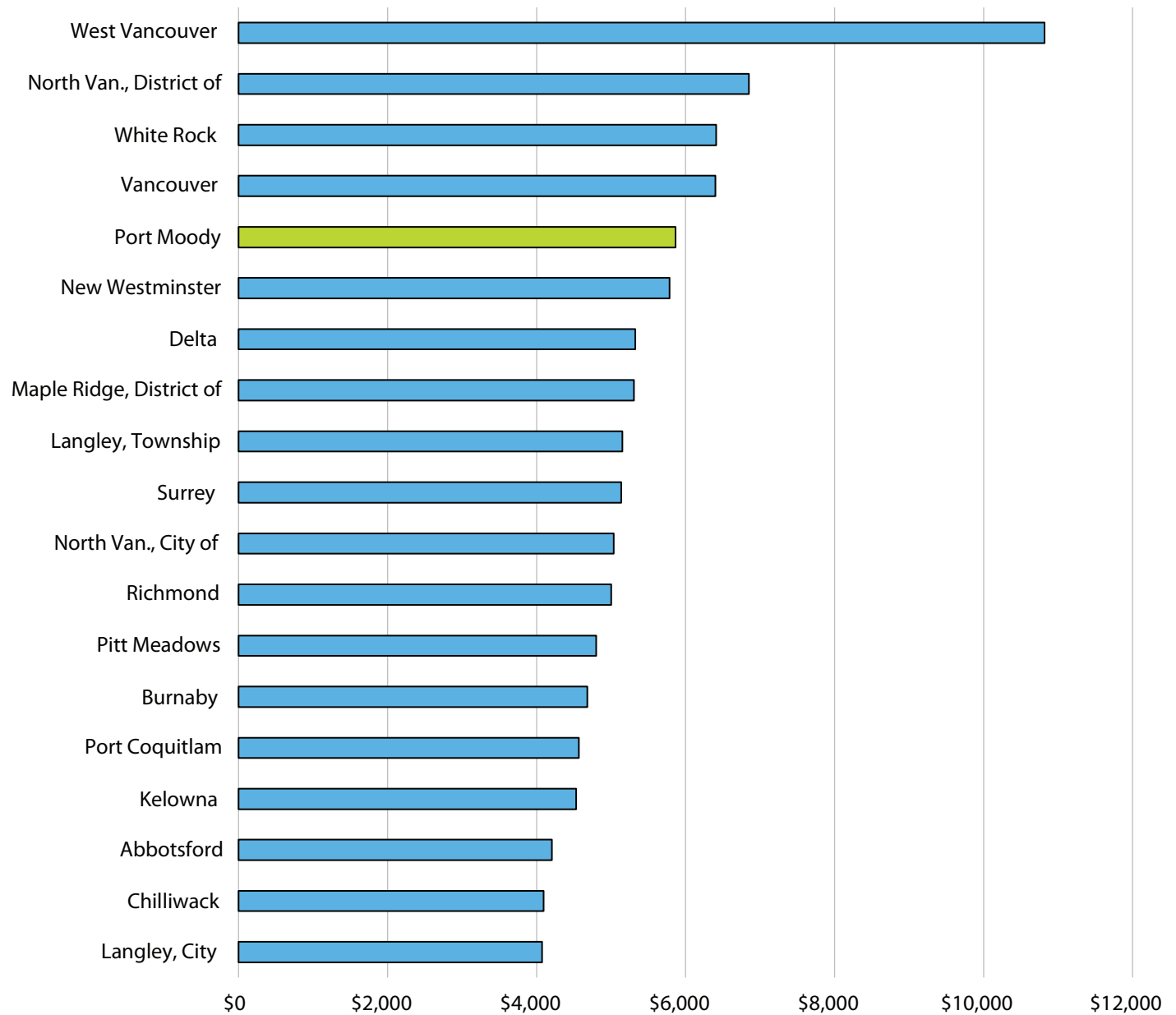
Composition of Tax Revenue and Assessment, 2009–2023

Over the last fifteen years, the proportion of Port Moody's tax revenue from industrial and commercial activities has gone down from 32.60% in 2009 to 32.37% in 2023 with a fluctuation ranging between 31.01% and 35.63%.

Year	Tax Portion (Municipal Portion)			Assessments	
	Total Tax Revenue	Industrial & Commercial Tax Revenue (Class 4, 5 & 6)	% from Industrial & Commercial Revenue	Total	% from Industrial & Commercial Revenue (Class 4, 5 & 6)
	\$ Millions	\$ Millions	%	\$ Billions	%
2009	24.96	8.14	32.60%	6.21	7.84%
2010	26.48	8.62	32.54%	6.09	8.58%
2011	27.84	9.02	32.39%	6.54	8.12%
2012	29.36	9.11	31.01%	6.72	8.16%
2013	30.84	9.76	31.64%	6.92	8.13%
2014	32.14	10.06	31.31%	7.00	8.14%
2015	34.23	10.65	31.10%	7.36	8.26%
2016	35.29	11.22	31.79%	8.41	8.57%
2017	38.61	13.16	34.08%	8.77	7.96%
2018	40.80	14.03	34.38%	10.74	8.80%
2019	43.99	15.67	35.63%	14.00	10.34%
2020	46.93	16.12	34.34%	14.96	11.62%
2021	47.13	15.30	32.47%	15.60	9.16%
2022	49.85	16.08	32.26%	17.50	10.64%
2023	55.30	17.90	32.37%	21.66	11.47%

Source: City of Port Moody Finance Division

2023 Total Tax and Utility Charges for an Average Home*



* Includes collection of other government levies

Source: City of Port Moody Finance Division

2023 Principal Taxpayers in Port Moody

Registered Owner	Total Tax Levied in 2023*
Suncor Energy Inc	\$ 8,744,945.08
Pacific Coast Terminals Co Ltd	2,188,562.78 **
Imperial Oil Ltd	1,957,493.38
Onni Development (Ioco Road) Corp	1,492,799.35
Mill & Timber Products Ltd	1,091,883.41
Polynt Coatings Canada Ltd	1,067,651.39
Bosa Development Corp	649,794.45
OpenRoad Auto Group Ltd	641,339.93
Inlet District Investments Ltd	512,419.23
1135653 BC Ltd	356,427.01
1030 Cecile Drive Holdings Ltd	354,540.90
Dick Irwin Ltd	343,658.83
Andrew Peller Ltd	311,970.25
Choi, Key-Joo	309,427.68
R M Berezan & Son Ltd	281,275.94
Mountainview Cooperative Housing Association	279,138.22
Spring Street Holdings Corp	259,673.87
Inlet Glen Apartments Limited	251,414.47
Rastad Construction Ltd	230,054.40
Rocky Point Joint Venture Ltd	206,981.30
1145446 BC Ltd	195,526.85
Aragon (St Johns) Properties Ltd	185,780.09
Woodbridge Living (St Johns) Ltd	181,588.64
Onni Development (St Johns Street) Corp	150,844.69
Porte Homes (Clyde) Ltd	124,468.34

*Includes amounts collected on behalf of other government authorities

** Net of Port Competitiveness Grant

Source: City of Port Moody Finance Division

2023 Tax Exemptions Bylaw No. 3380

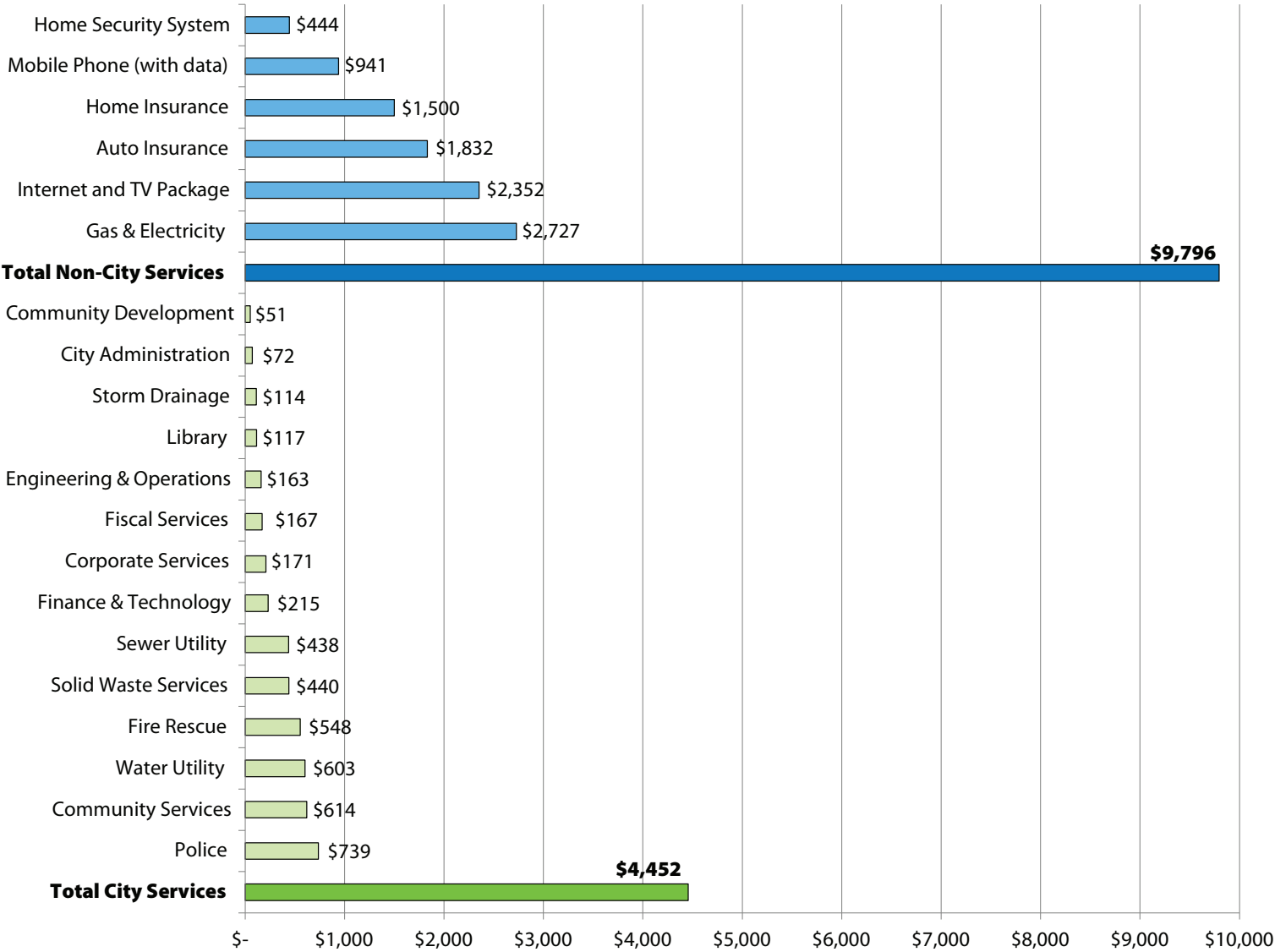
	Bylaw Ref	Folio #	Authority to Grant Exemption	Exempt Assessment	Class	Municipal Tax
Statutory Exemptions						
Mennonite Church	2.1.1	03161-000	Section 220 (1) (h)	3,083,000	8	\$ 6,383
Catholic Church	2.1.2	03350-002	Section 220 (1) (h)	589,000	8	1,219
United Church	2.1.4	04024-000	Section 220 (1) (h)	2,169,000	8	4,491
Anglican Church	2.1.5	04086-001	Section 220 (1) (h)	371,000	8	768
United Church	2.1.6	08958-002	Section 220 (1) (h)	431,200	8	893
Fraser Health Authority (Note 1)		16476-000	Section 220 (1) (j)	148,903,000	6	798,609
Total Statutory Exemptions						\$ 812,363
Permissive Exemptions						
Mennonite Church	2.1.1	03161-000	Section 224 (2) (f)	1,607,000	8	3,324
Catholic Church	2.1.2	03350-002	Section 224 (2) (f)	907,800	8	1,878
Anglican Church	2.1.4	04086-001	Section 224 (2) (f)	1,673,000	8	3,461
United Church	2.1.5	08958-002	Section 224 (2) (f)	988,800	8	2,045
Port Moody Ecological Society	2.1.6	02089-010	Section 224 (2) (a)	4,183,900	6	22,449
Port Moody Heritage Society	2.1.7	03053-000	Section 224 (2) (a)	2,089,200	6	11,210
Port Moody Arts Centre Society	2.1.8	03219-001	Section 224 (2) (a)	62,200	6	334
Port Moody Senior Housing Society	2.1.9	03351-000	Section 224 (2) (a)	12,165,000	1	29,251
Community Ventures Society	2.1.10	04027-000	Section 224 (2) (a)	2,072,000	6	11,117
City of Port Moody	2.1.11	08977-020	Section 224 (2) (i)	1,067,000	8	2,207
Association of Neighbourhood Houses of BC DBA Sasamat Outdoor Centre	2.1.12	16712-000	Section 224 (2) (a)	195,000	6	1,046
Association of Neighbourhood Houses of BC DBA Sasamat Outdoor Centre	2.1.13	16712-000	Section 224 (2) (a)	1,015,000	8	2,100
City of Port Moody	2.1.14	17000-003	Section 224 (2) (d)	189,000	6	1,014
City of Port Moody	2.1.15	17000-005	Section 224 (2) (d)	239,000	6	1,282
City of Port Moody	2.1.16	17000-011	Section 224 (2) (d)	433,000	6	2,323
Community Ventures Society	2.1.17	03138-015	Section 224 (2) (a)	1,088,000	6	5,838
Port Moody (Pacific #119) Branch of the Royal Canadian Legion	2.1.18	03152-501	Section 224 (2) (a)	4,637,000	6	24,880
Port Moody (Pacific #119) Branch of the Royal Canadian Legion	2.1.19	03152-501	Section 224 (2) (a)	46,800	8	97
Catalyst Community Developments Society and St. Andrews Port Moody Housing Society	2.1.20	04024-000	Section 224 (2) (a)	3,838,000	1	9,228
Catalyst Community Developments Society and St. Andrews Port Moody Housing Society	2.1.21	04024-000	Section 224 (2) (a)	8,299,000	6	44,528
Kinsight	2.1.22	02031-201	Section 224 (2) (a)	2	3	-
Kinsight	2.1.23	02031-234	Section 224 (2) (a)	2	3	-
Kinsight	2.1.24	02031-252	Section 224 (2) (a)	2	3	-
Kinsight	2.1.25	02031-303	Section 224 (2) (a)	2	3	-
House of Omeed	2.1.26	04063-000	Section 224 (2) (a)	955,000	6	5,124
Total Permissive Exemptions						\$ 184,736
Total Municipal Exemptions						\$ 997,099

Note 1: Fraser Health Authority has no reference on the permissive exemption bylaw as there is no permissive exemption component related to this organization.

Source: City of Port Moody Finance Division

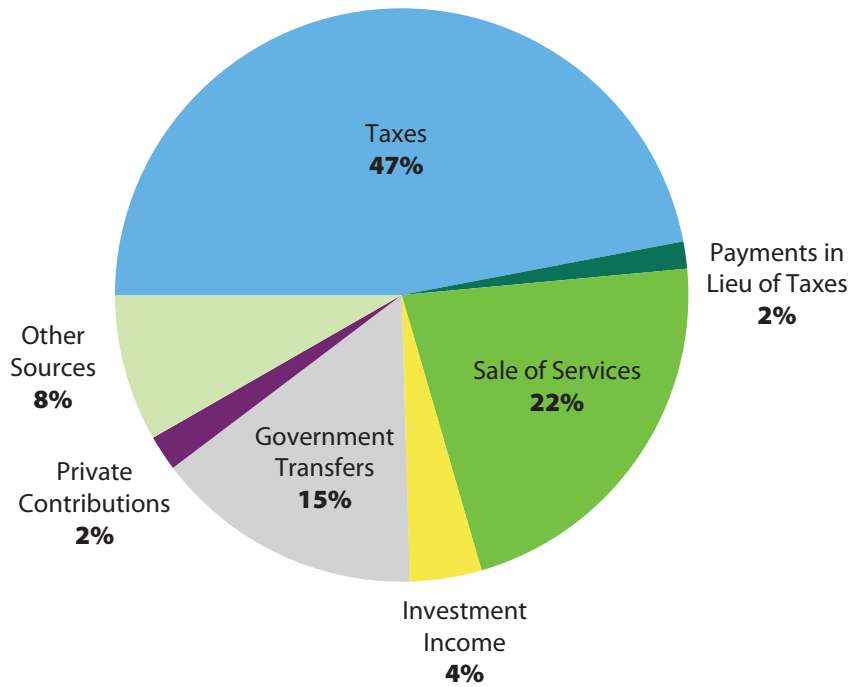
STATISTICAL ANALYSIS

2023 Standard Household Costs
Comparing the average 2023 standard household costs to the budgeted cost of all City services



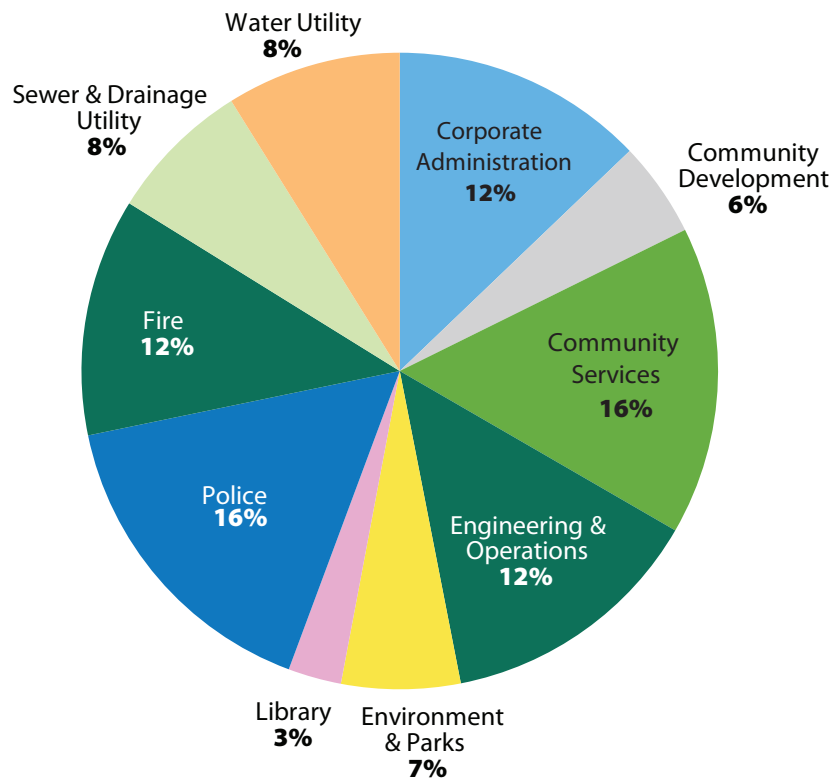
Source: City of Port Moody Finance Division

2023 Revenue Sources



Source: City of Port Moody Finance Division

2023 Departmental Expenses



Source: City of Port Moody Finance Division

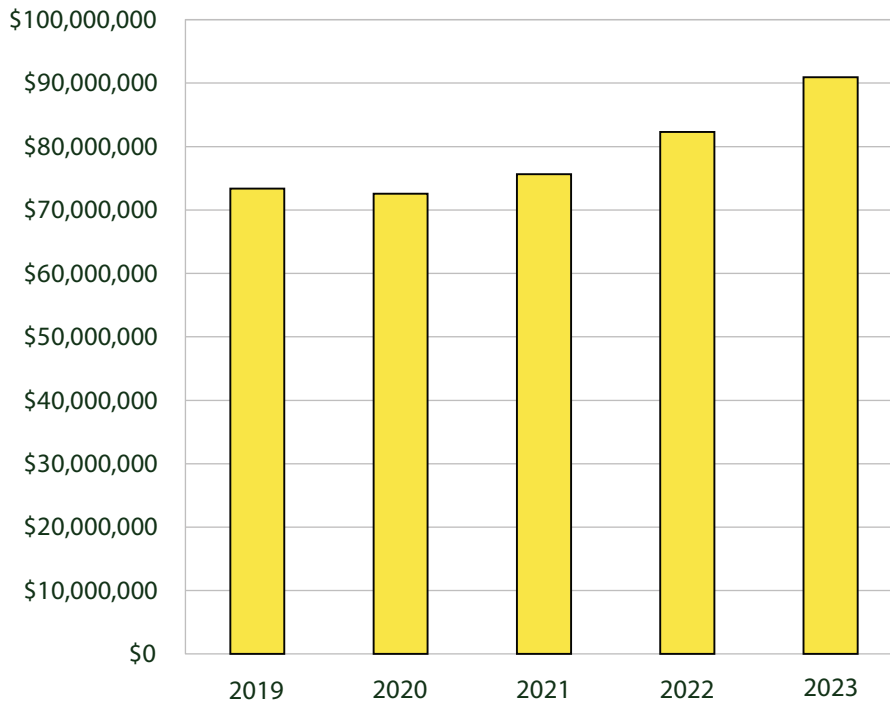
STATISTICAL ANALYSIS

2023 Revenues and Expenses by Department and Service Categories

	2023	2022	2021	2020	2019
Revenues (in thousands of dollars)					
Taxes	\$ 54,644	\$ 49,339	\$ 46,361	\$ 46,293	\$ 45,288
Payments in lieu of taxes	1,778	593	435	438	370
Sale of Services	25,539	23,234	21,188	19,605	20,834
Other Revenue	14,526	10,672	16,452	21,890	6,860
Government Transfers	17,613	4,290	3,978	8,065	4,141
Development levies utilized	1,727	75	191	3,436	2,284
Contributed Assets	428	8,912	681	161	2,681
	\$ 116,255	\$ 97,115	\$ 89,286	\$ 99,888	\$ 82,458
Expenses - By Department (in thousands of dollars)					
Corporate Administration	\$ 11,083	\$ 10,576	\$ 8,869	\$ 9,142	\$ 9,395
Community Development	5,062	3,983	3,508	2,924	2,628
Community Services	14,493	12,889	11,658	10,942	12,647
Engineering & Operations	11,209	11,173	10,006	9,227	8,985
Environment & Parks	6,038	4,972	4,244	4,233	4,158
Library	2,341	2,227	2,114	2,087	2,057
Police	14,855	13,238	12,412	12,075	11,993
Fire	11,133	9,941	9,455	8,835	8,727
Sewer & Drainage Utility	7,175	5,999	6,026	5,602	5,463
Water Utility	7,546	7,308	7,354	7,512	7,326
Total	\$ 90,935	\$ 82,306	\$ 75,646	\$ 72,579	\$ 73,379
Expenses - By Service Category (in thousands of dollars)					
Salaries and Benefits	\$ 50,048	\$ 46,012	\$ 42,851	\$ 40,180	\$ 39,883
Goods and Services	29,075	25,596	22,262	22,456	23,890
Amortization	11,013	10,195	10,012	9,393	9,033
Debt Interest	799	503	521	550	573
	\$ 90,935	\$ 82,306	\$ 75,646	\$ 72,579	\$ 73,379
Annual Surplus					
	\$ 25,320	\$ 14,809	\$ 13,640	\$ 27,309	\$ 9,079
Net Financial Assets					
	\$ 63,758	\$ 57,431	\$ 61,508	\$ 45,901	\$ 21,850

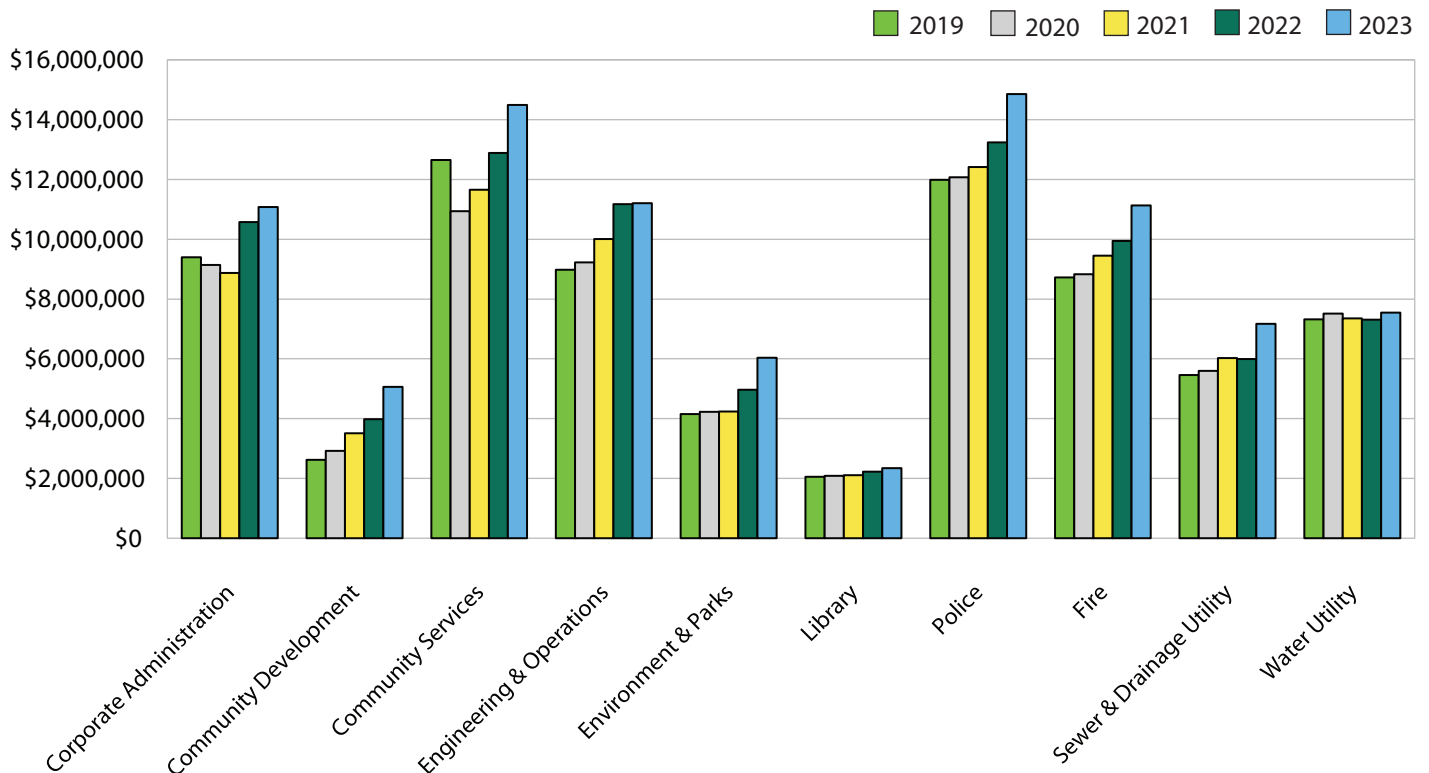
Source: City of Port Moody Finance Division

Total Expenses, 2019–2023



Source: City of Port Moody Finance Division

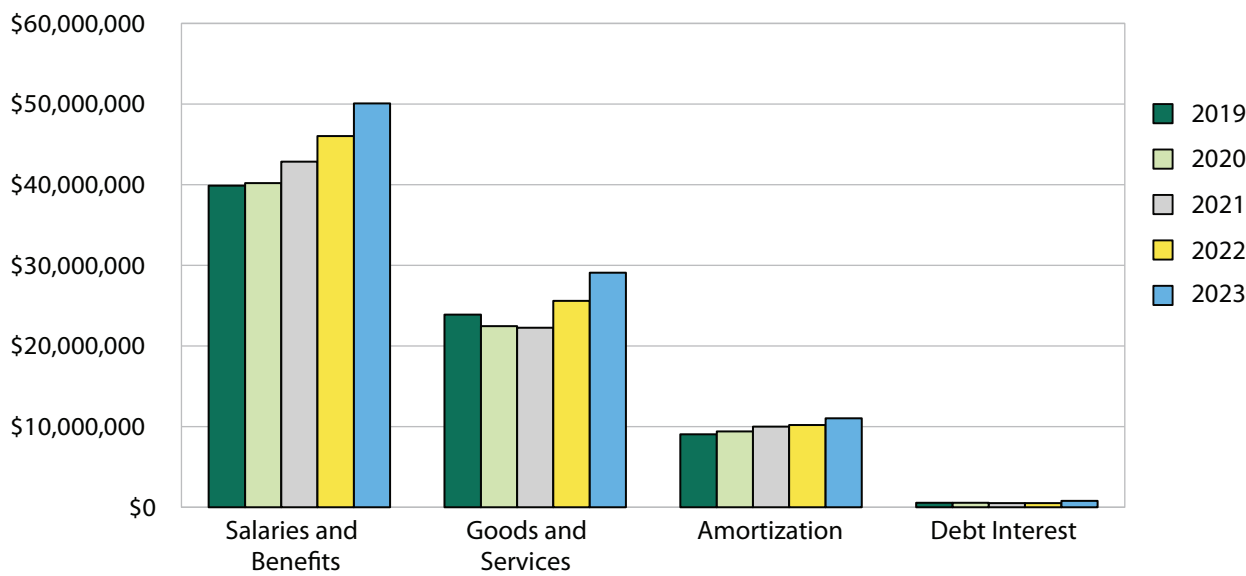
Expenses by Department, 2019–2023



Source: City of Port Moody Finance Division

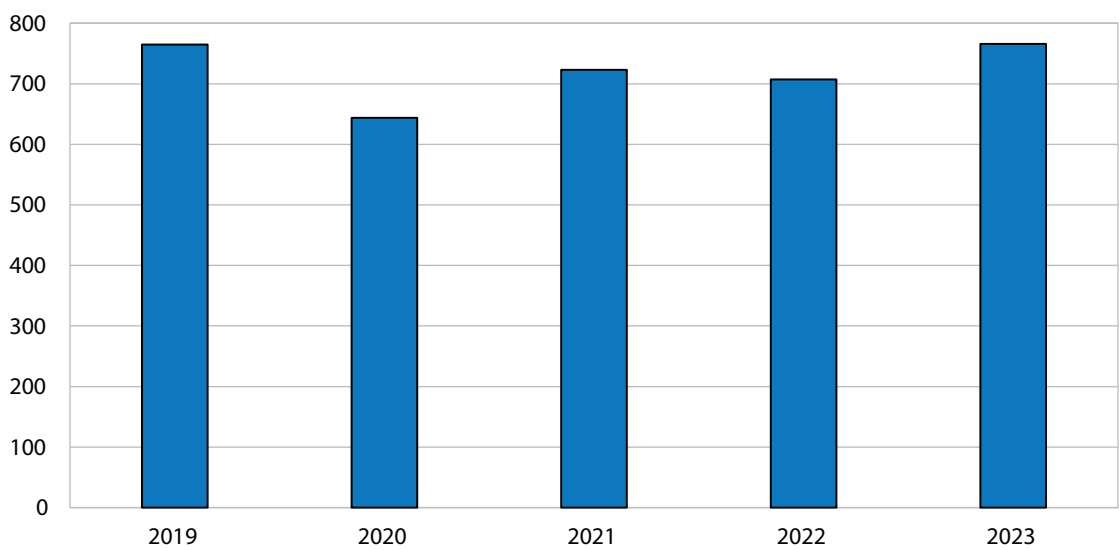
STATISTICAL ANALYSIS

Expenses by Category, 2019–2023



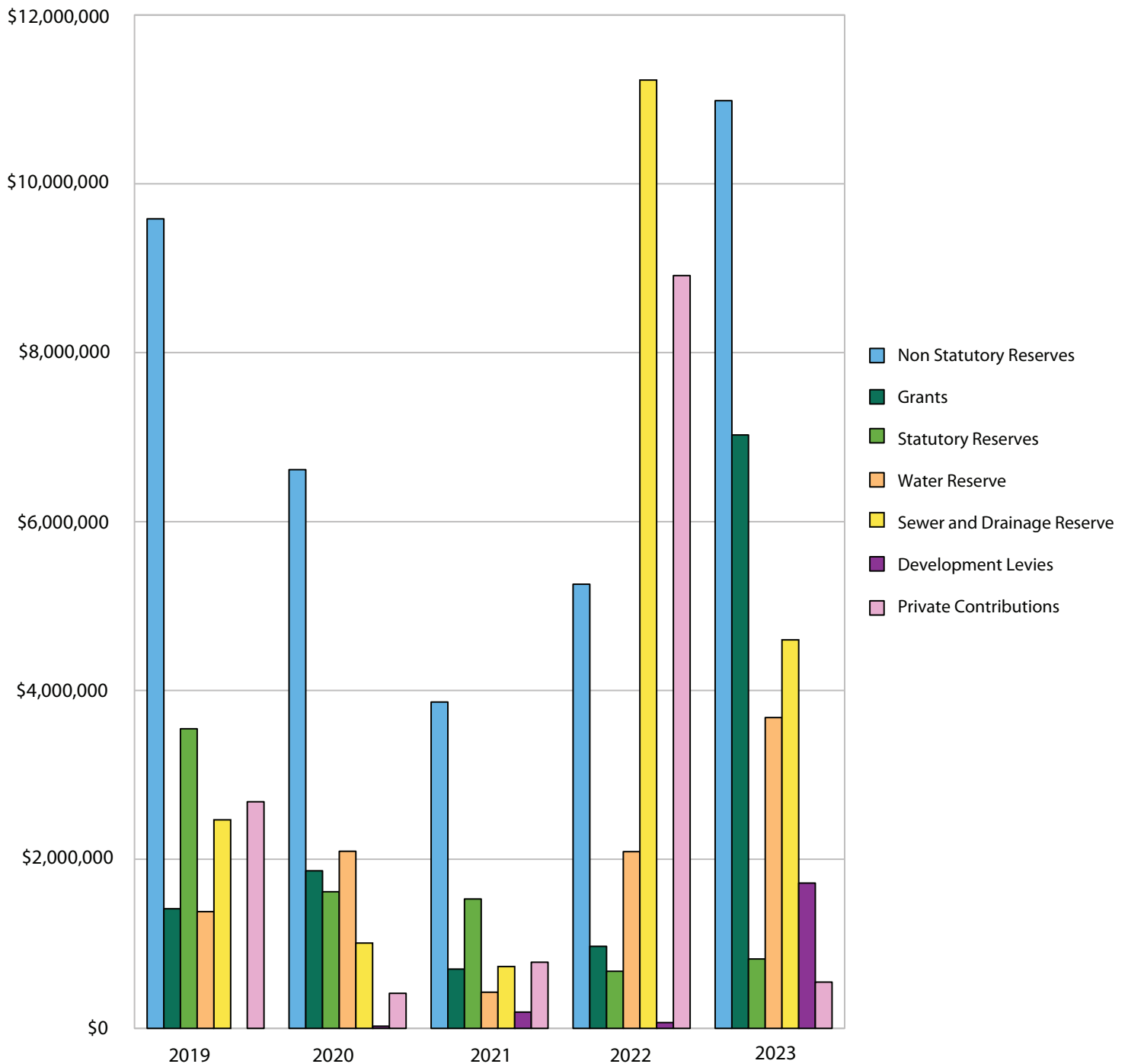
Source: City of Port Moody Finance Division

Number of City Employees, 2019–2023



Source: City of Port Moody Finance Division

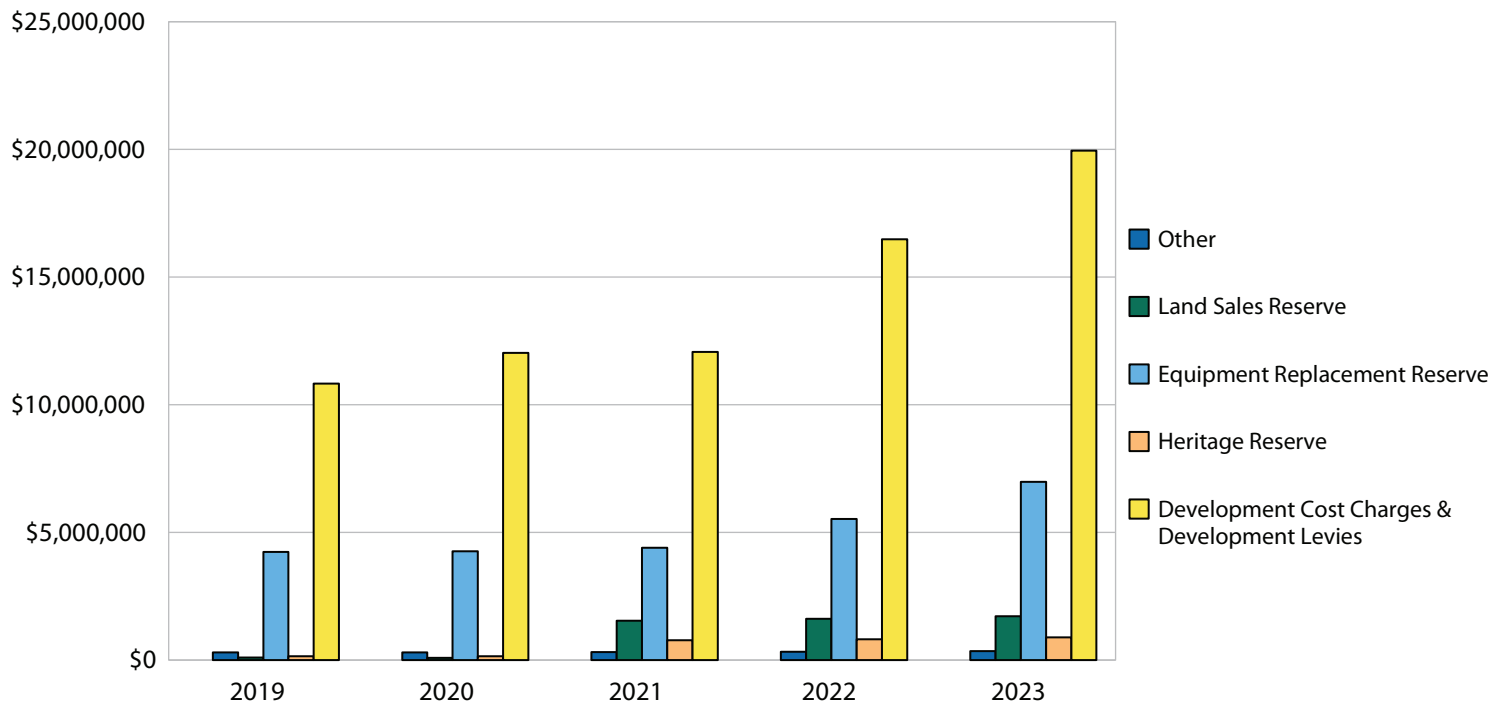
Capital Expenses by Source, 2019–2023



Source: City of Port Moody Finance Division

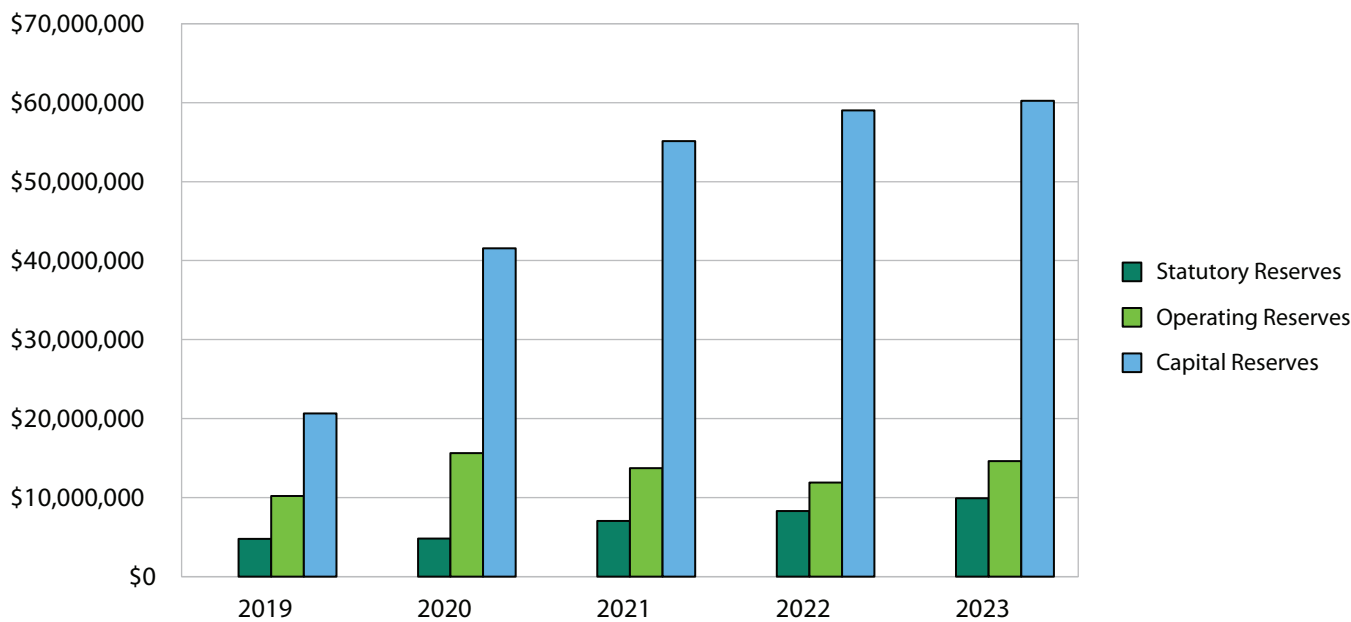
STATISTICAL ANALYSIS

Summary of Statutory Reserve Funds, 2019–2023



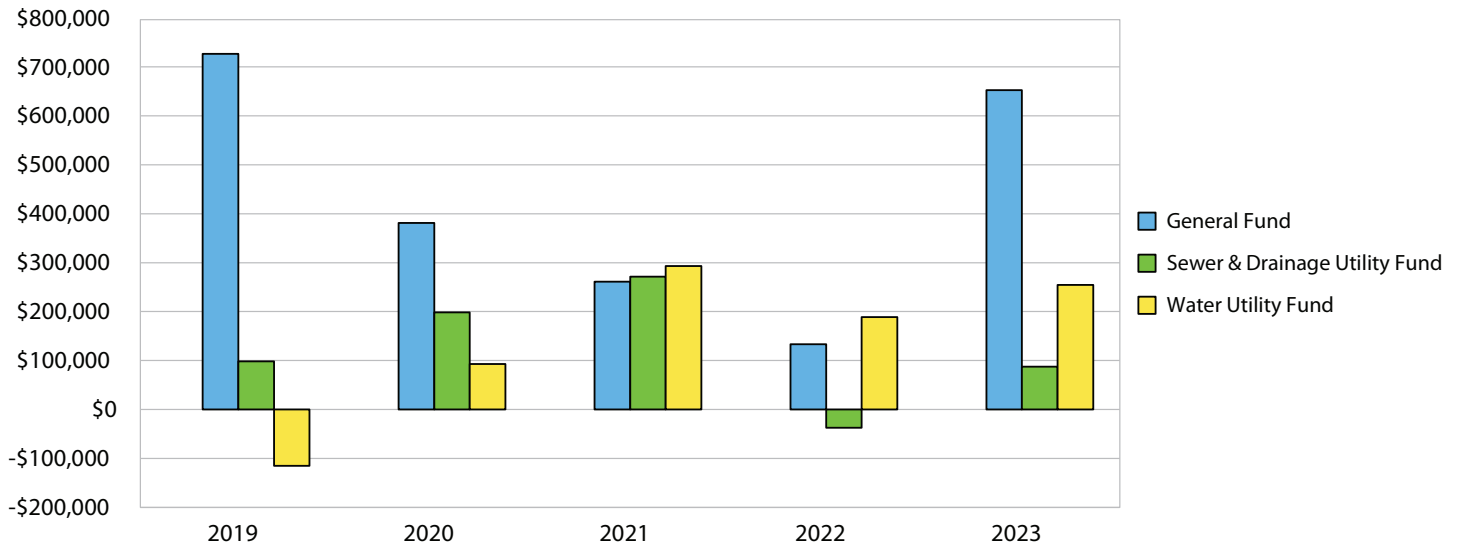
Source: City of Port Moody Finance Division

Summary of Reserve Funds, 2019–2023



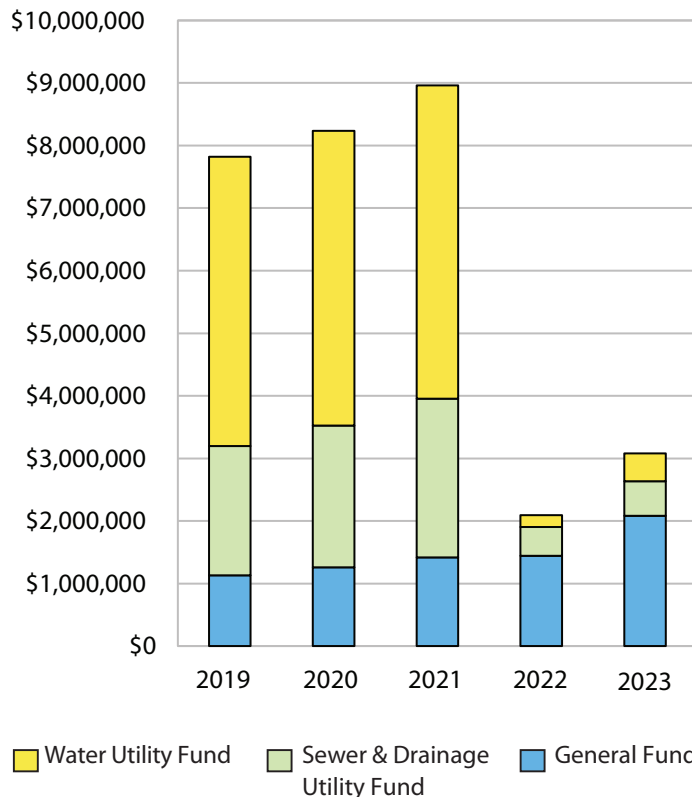
Source: City of Port Moody Finance Division

Operating Surplus, 2019–2023

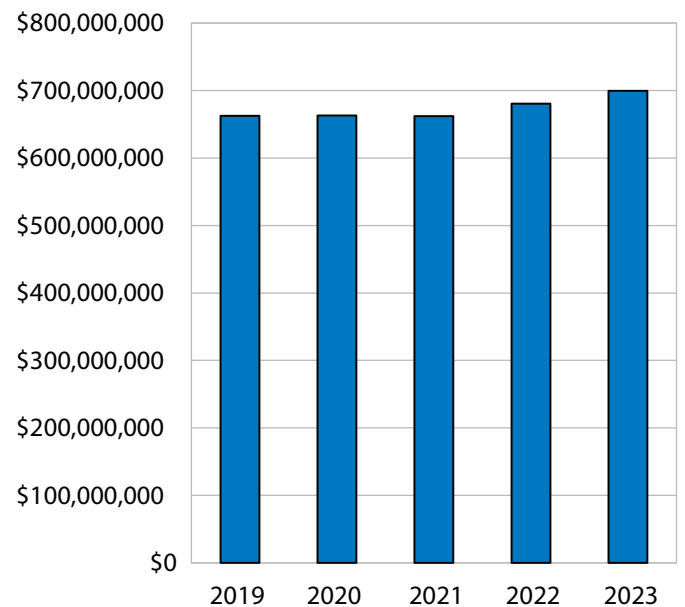


Source: City of Port Moody Finance Division

General, Sewer, and Water Fund Accumulated Surplus, 2019–2023



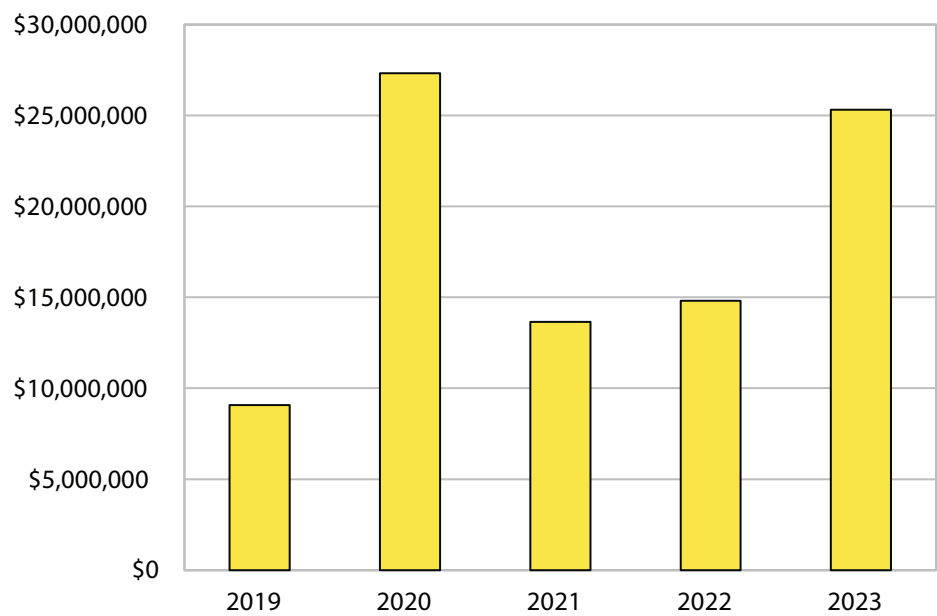
Tangible Capital Assets Accumulated Surplus, 2019–2023



Source: City of Port Moody Finance Division

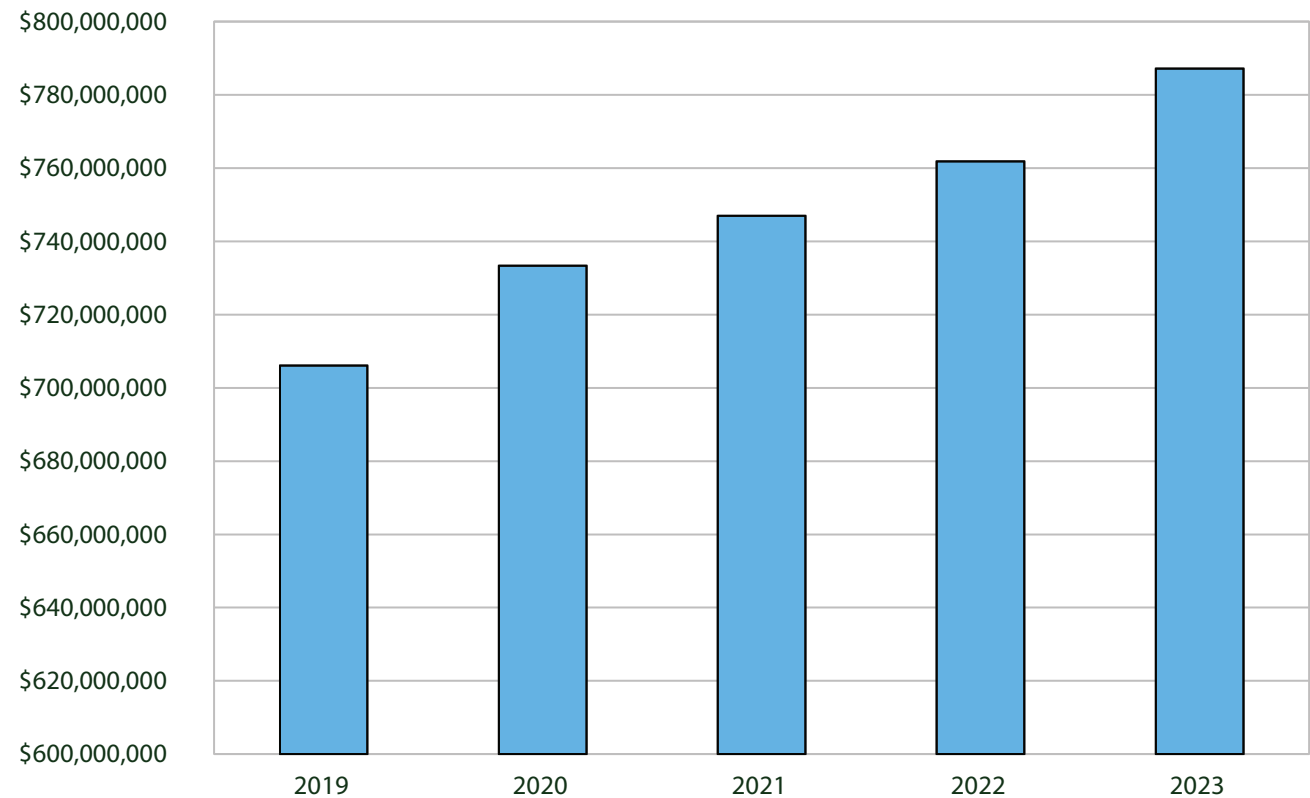
Note: The Water, Sewer and Drainage funds accumulated surplus decline in 2022 results from a significant transfer to the Water, Sewer and Drainage capital asset replacement reserves

Annual Surplus, 2019–2023



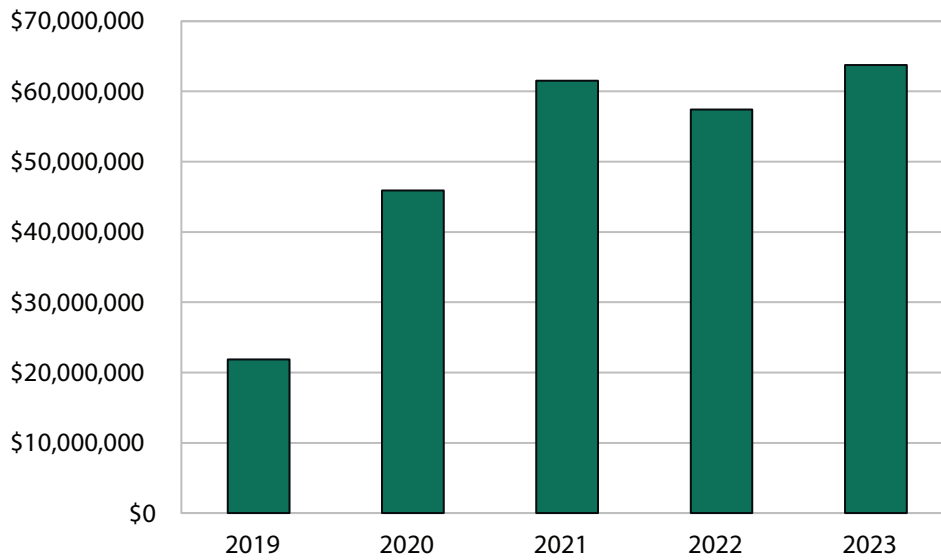
Source: City of Port Moody Finance Division

Accumulated Surplus, 2019–2023



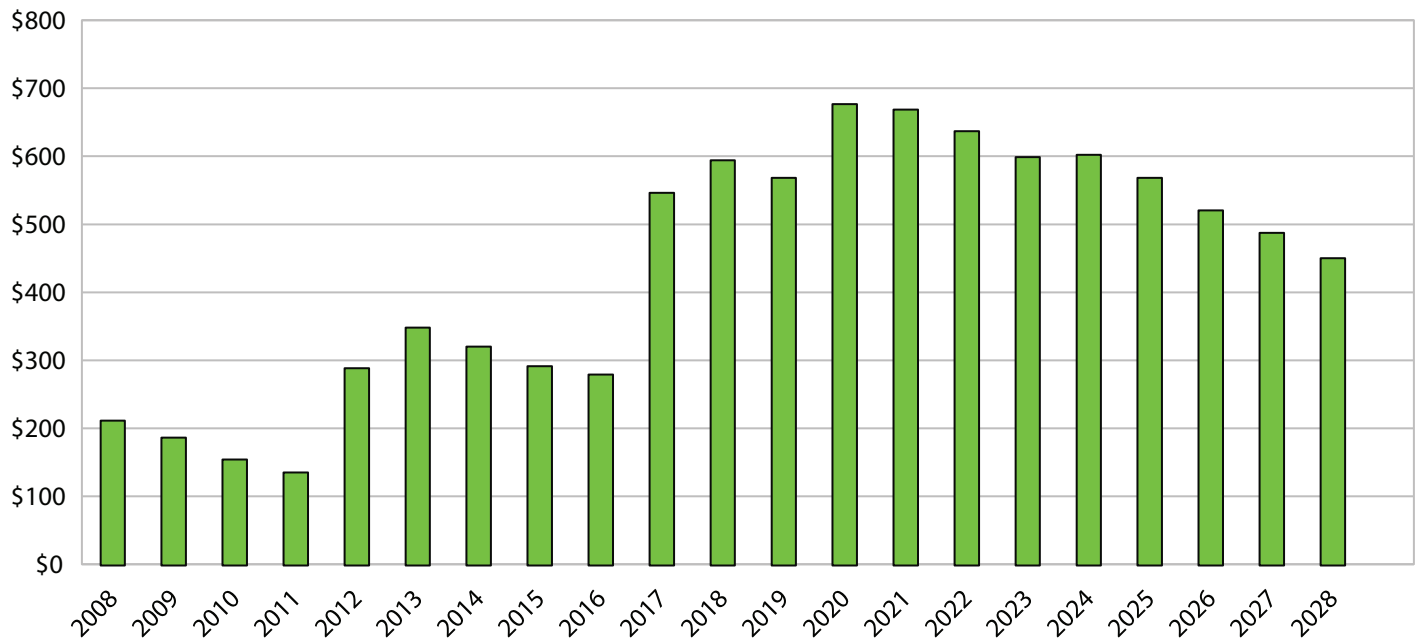
Source: City of Port Moody Finance Division

Net Financial Assets (Net Debt), 2019–2023



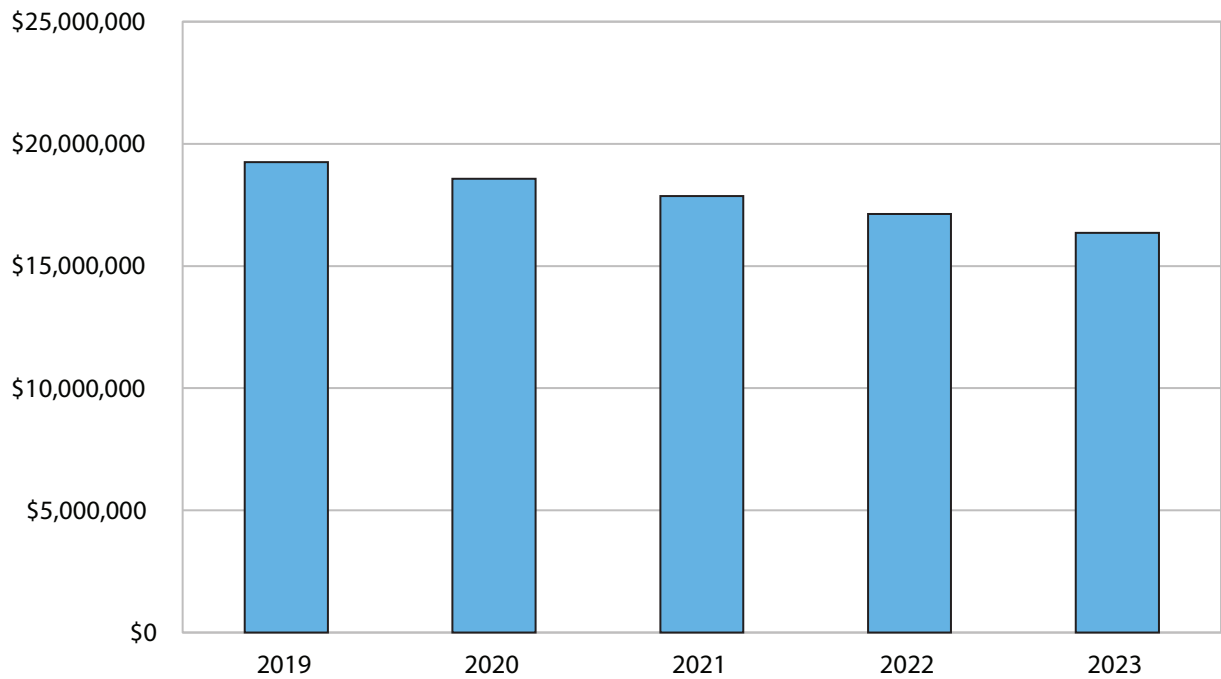
Source: City of Port Moody Finance Division

Debt Per Capita, 2008–2028



Source: City of Port Moody Finance Division

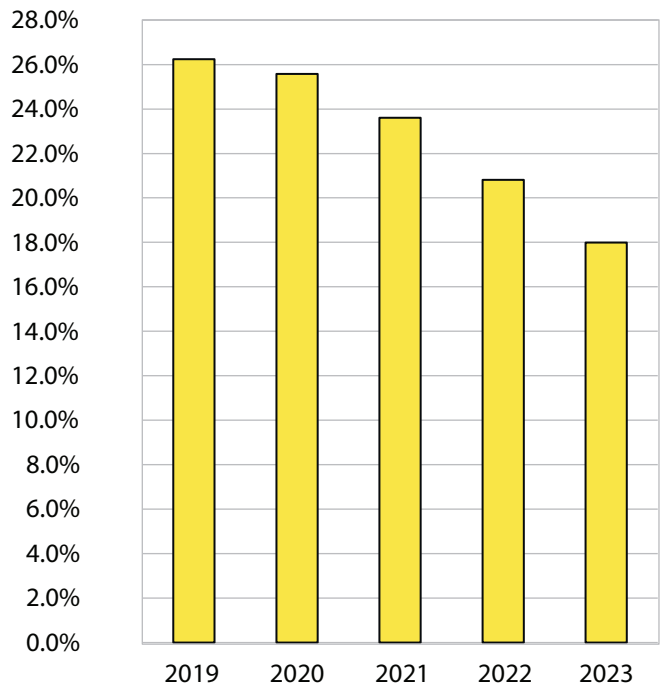
Long Term Debt, 2019–2023



Note: The entire amount of the City's long-term debt is funded by property taxes.

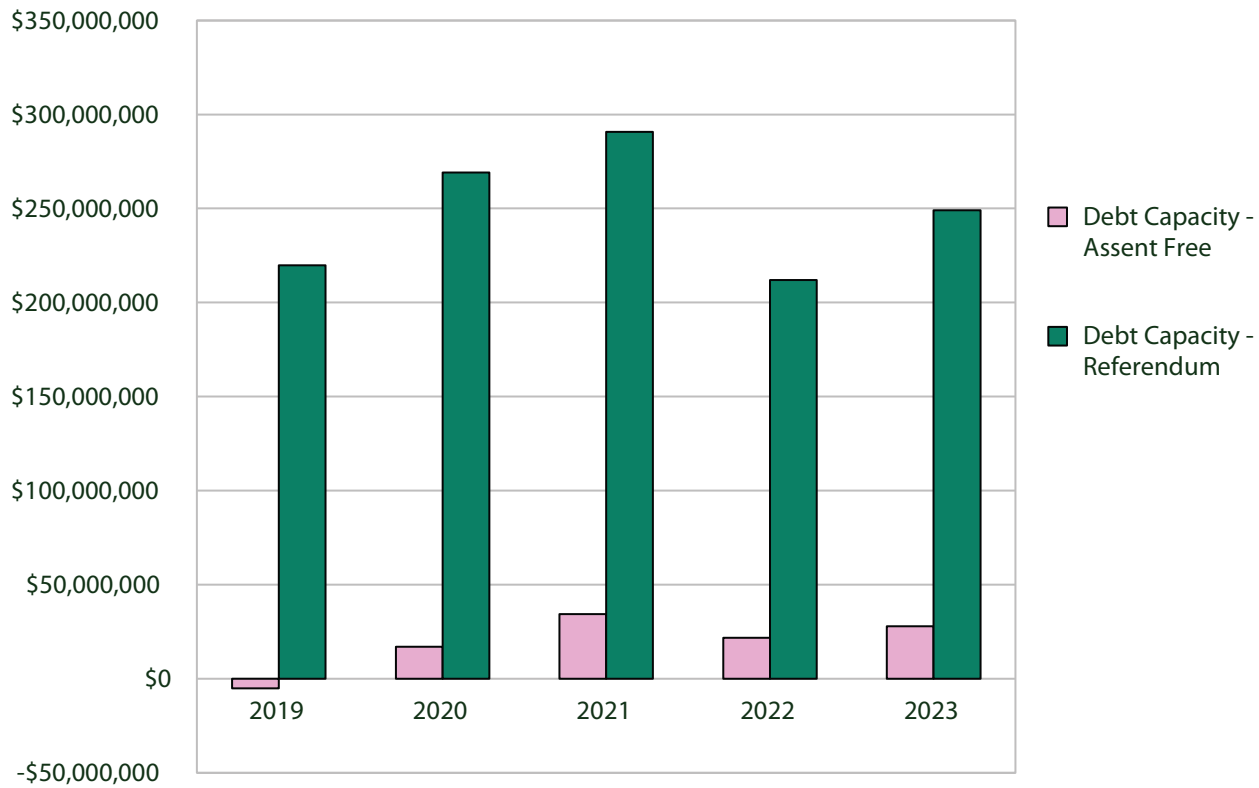
Source: City of Port Moody Finance Division

Long Term Debt to General Expenses, 2019–2023



Source: City of Port Moody Finance Division

Legal Debt Limit, 2019–2023



Note: Based on a 25 year borrowing term and Municipal Finance Authority's posted market rates.

Source: [City of Port Moody Finance Division](#)



City of Port Moody

Bylaw No. 3452

A Bylaw to establish the budget for the 2024-2028 Five-Year Financial Plan.

The Council of the City of Port Moody enacts as follows:

1. Citation

- 1.1 This Bylaw may be cited as "City of Port Moody Financial Plan Bylaw, 2024, No. 3452".

2. Repeal

- 2.1 City of Port Moody Financial Plan Bylaw, 2023, No. 3402 and all amendments thereto are hereby repealed.

3. Attachments and Schedules

- 3.1 The following schedules are attached to and form part of this Bylaw:
- Schedule A – Financial Plan, 2024; and
 - Schedule B – 2024 Revenue Policy Disclosure – Policies and Objectives.

4. Severability

- 4.1 If a portion of this Bylaw is found invalid by a court, it will be severed, and the remainder of the Bylaw will remain in effect.

Read a first time this 23rd day of April, 2024.

Read a second time this 23rd day of April, 2024.

Read a third time this 23rd day of April, 2024.

Adopted this 14th day of May, 2024.

M. Lahti
Mayor

S. Lam
Corporate Officer

Schedule A to Bylaw No. 3452

Financial Plan, 2024

	2024	2025	2026	2027	2028
REVENUES					
Taxation	\$ 59,806,721	\$ 63,254,605	\$ 66,645,003	\$ 69,677,331	\$ 72,718,676
Sales, Fees, and User Charges	\$ 25,720,581	\$ 27,247,009	\$ 28,506,809	\$ 29,577,127	\$ 30,674,642
Other Revenue	\$ 16,112,655	\$ 11,332,788	\$ 11,296,843	\$ 13,138,038	\$ 11,294,866
Development Levies	\$ 2,284,962	\$ 70,000			
	\$ 103,924,919	\$ 101,904,402	\$ 106,448,655	\$ 112,392,496	\$ 114,688,183
EXPENSES					
Operating Expenses	(104,819,618)	(99,740,237)	(103,720,573)	(107,321,983)	(111,264,389)
SURPLUS/(DEFICIT)	(894,700)	\$ 2,164,165	\$ 2,728,082	\$ 5,070,513	\$ 3,423,795
NON-CASH ITEMS					
Amortization	\$ 12,114,672	\$ 13,326,139	\$ 14,658,753	\$ 16,124,628	\$ 17,737,091
	\$ 12,114,672	\$ 13,326,139	\$ 14,658,753	\$ 16,124,628	\$ 17,737,091
Cash Items					
Capital Expenditures	(68,058,573)	(12,453,000)	(11,066,100)	(11,631,900)	(12,086,900)
Debt principal repayment	(1,041,874)	(1,081,381)	(1,074,386)	(975,500)	(1,023,100)
	(69,100,447)	(13,534,381)	(12,140,486)	(12,607,400)	(13,110,000)
TRANSFERS FROM					
Equip. Replace. Reserve Fund	\$ 3,514,614	\$ 2,384,933	\$ 3,070,985	\$ 1,873,002	\$ 1,578,521
Land Sales Reserve Fund	\$ 109,197				
Off Road Parking Fund	\$ 22,615				
Reserves/Funds	\$ 75,626,965	\$ 17,935,083	\$ 15,793,220	\$ 15,616,196	\$ 18,095,316
	\$ 79,273,391	\$ 20,320,016	\$ 18,864,205	\$ 17,489,198	\$ 19,673,837
TRANSFERS TO					
Equip. Replace. Reserve Fund	(1,859,325)	(2,083,624)	(2,223,057)	(2,328,152)	(2,403,543)
Reserves/Funds	(19,533,592)	(20,192,314)	(21,887,497)	(23,748,787)	(25,321,179)
	(21,392,916)	(22,275,938)	(24,110,554)	(26,076,939)	(27,724,722)
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

Schedule B to Bylaw No. 3452

2024 Revenue Policy Disclosure – Policies and Objectives

Requirement: The proportion of total revenue proposed to come from each funding source

The City receives revenue from various funding sources. The greatest proportion of revenue generated by the City is from property taxes. Property taxes are a stable and consistent revenue source for many services, including protective, community, and transportation services that would be complicated to fund on a user-pay basis. For this reason, property taxation will continue to be the City's major source of revenue.

The second largest revenue source is user fees and charges. User fees are applied to City services such as water, sewer, garbage, and recycling as a means of fairly apportioning the value of that service to those who use the service.

Council has been committed to developing a sustainable infrastructure replacement plan by moving towards a pay-as-you-go strategy for infrastructure replacement. This is put into practice through the process of transferring a portion of tax revenues to the Asset Reserve. These funds are then set aside for use as capital funding in recognition that other more historical capital revenue sources, such as land sales, are finite capital funding sources and are not as available in the future.

Policy:

Council is committed to reducing taxation in favour of the following practices:

- fees and charges are reviewed annually to maximize the revenues from services and to ensure that they are in line with the market rates for similar services or programs;
- costs for services can be recovered from general taxation or charged specifically to the users of the services. Council recognizes that costs of some services could be more fairly recovered from user fees than property taxes. Council has considered, where feasible, to shift the cost burden of municipal services from property taxes to user fees. However, with respect to user fees, Council has concerns that the overall interests of the community are not always best served. Savings transferred from taxpayers by shifting costs to users also shift a financial burden to some service users that cannot absorb the shifts reducing equal access to services;
- senior government and other agency grant opportunities are applied for and leveraged wherever possible as an external source of revenue to supplement scarce capital and operating property taxation revenues. However, Council will pursue federal and provincial funds and other grant opportunities only after assessing their full-cost implications. The City's Long-Term Strategic Financial Framework, a document designed to steer the City towards financial sustainability, states that the City will not rely on grant funding and will only pursue grants that align with established community priorities;

- when certain and applicable City land parcels have been identified for development, leasing opportunities rather than straight land sales are a consideration as ownership of City land inventories can be retained while still generating ongoing and sustainable lease, tax, and utility revenue streams, thereby reducing property taxation. Alternatively, the City could maintain those City land inventories through land swaps or land sales and repurchase of other strategic land parcels, when contemplating land development opportunities of City lands; and
- wherever possible, the City maximizes development opportunities to provide community amenities. Also, new developments generally should fund new increased infrastructure requirements.

Objective:

The 2024 Financial Plan includes the following distribution of revenue:

Table 1: Proportions of Total Revenue

Revenue Source	% Total Revenue
Municipal Taxation	57.6%
Fees and Charges	28.0%
External Grants	5.1%
Government Contributions	2.6%
Investment Revenue	0.9%
Payment in Lieu of Taxes	1.7%
Other	4.1%
TOTAL	100.0%

Requirement: The distribution of property taxes among the property classes

The City has delineated six property tax classes within the City, with separate rates levying taxes to six different types of property. Class 4 Major Industry has three rates, two of which are set by the Province to cap certain port properties to encourage new investments in those properties. The City's tax rate ratios are relatively consistent over the years except for classes where external forces, such as provincial capping and assessment calculation practices, are mandated by the Province.

Table 2 provides the distribution of property tax revenue among the property classes. Table 3 provides the comparison of the mill rates among the property taxes.

Table 2: Distribution of property tax revenue among the property classes (2024)

Property Class	% Property Tax
Residential (1)	67.64%
Utilities (2)	0.32%
Supportive Housing (3)	0.00%
Major Industry – Other (4)	12.77%
Major Industry – Ports (4)	2.34%
Major Industry – Ports (New Investments) (4)	1.04%
Light Industry (5)	1.63%
Business (6)	14.17%
Managed Forest Land (7)	0.00%
Recreation (8)	0.09%
Farm (9)	0.00%
TOTAL	100.00%

Table 3: Distribution of property tax mill rates (2024)

Property Class	Ratio
Residential (1)	1:1
Utilities (2)	15.04:1
Major Industry – Other (4)	14.50:1
Major Industry – Ports (4)	11.51:1
Major Industry – Ports (New Investments) (4)	9.42:1
Light Industry (5)	3.73:1
Business (6)	1.87:1
Recreation (8)	0.84:1

Policy:

Taxation versus Services Consumed

Property taxation is an *ad valorem* tax system, which means that taxes are based on the assessed value of real property (land and improvements). Therefore, the City does not relate the amount of the tax levied on each individual property with the amount of service the City provides each property. Similarly, the City does not levy its taxes based on the number of occupants in a household using services as taxes are not user fees. Further to this, Council commits to ongoing reviews with the objective of establishing a tax policy that best distributes property taxes among the property classes.

Tax Class Capping

Council is concerned with the distribution of property taxes for classes where provincial capping has been legislated. Provincial tax rate capping can affect the equity of the allocation due to the capping being only applied to certain properties within the class:

- the *Ports Property Tax Act* – 2004 restricts the municipal tax rates to \$27.50 per \$1,000 of assessment value. Eligible new construction relating to port properties is taxed at \$22.50 per \$1,000 of assessment value. The Province provides an annual grant to the City to assist in offsetting the cap, but since the grant is indexed to inflation and the tax increase may be higher, other taxpayers within the class are allocated the variance;

- Class 2 Utilities with respect to the *Local Government Act 329/96* is capped at the greater of \$40 or 3.28 times Class 6 Business/Other; and
- Bill 42 (Bill 42 – *2018 Assessment Amendment Act*, 2018) has a significant impact on the City's autonomy over property taxation. The introduction of Bill 42 held a certain property valuation to current use rather than the highest and best use as is the case for all other properties. The restriction on this property resulted in all other properties paying more tax to compensate for this reduction in property value.

Allocating the Tax Burden

After the provincial restrictions or capping of tax rates are met, the tax rates for the remaining classes are established by adding the Council approved tax increase to distribute the tax burden as equitably as possible across all tax classes, using a fixed share approach. Port Moody reviews its tax rates and the revenue derived from the different property tax classes periodically, and strives to keep the tax rates comparable to neighbouring jurisdictions. As mentioned, Council's policy is to allocate the tax increase equitably to each of the different tax classes recognizing that all tax classes have their own financial challenges.

The impact to tax rates can appear inequitable in some classes even though the tax dollars paid rise more equitably. The reason some tax rates rise more while other tax rates remain more constant is due to the fact that the assessed values, on which the tax rates are based to generate the required revenues, can move in different directions by class as well. When assessed values move in opposite directions for certain classes, the tax rates also need to move in step to keep the tax dollars paid equitable. Over time, tax rates moving in opposite directions to adjust for assessed values moving in opposite directions create significant variances in the tax rates between the classes. The only equity Council can achieve, without purposely directing tax shifts, is to try to keep the percentage increases to the tax dollars paid as equitable as possible.

Objective:

The 2024 Financial Plan includes minor changes in the distribution of property taxes among the property classes. Council's informal policy is to spread the tax burden equitably to each taxpayer in each class.

Requirement: The use of permissive and revitalization tax exemptions

Section 224 of the *Community Charter* provides Council with the authority to grant permissive property tax exemptions on land or improvements.

In 2023, Council approved the list of permissive tax exemptions granted for the 2024 taxation year and the estimated amount of tax revenue foregone. The list demonstrates the policy of Council that permissive exemptions are granted to not-for-profit institutions, including religious, historical, and cultural institutions that form a valuable part of our community.

The City provided 2024 permissive tax exemptions to:

- Mennonite Church;
- Catholic Church;
- United Church;
- Anglican Church;
- Port Moody Ecological Society;
- Port Moody Heritage Society;
- Port Moody Arts Centre Society;
- Community Ventures Society;
- City of Port Moody;
- Association of Neighbourhood Houses of BC DBA Sasamat Outdoor Centre;
- Port Moody (Pacific #119) Branch of the Royal Canadian Legion;
- Catalyst Community Developments Society and St. Andrews Port Moody Housing Society;
- Kinsight; and
- House of Omeed.

In accordance with the *Community Charter*, notice to adopt the bylaws must be published, and the bylaws adopted by October 31st of each year.

Civic tax revenue foregone as a result of the permissive tax exemptions for charitable organizations is estimated to be \$193,979 for 2024. Per section 227 of the *Community Charter*, notice of this exemption was given to the public. Per section 98(2) of the *Community Charter*, this amount of foregone revenue will be disclosed in the City of Port Moody 2024 Annual Report.

Policy:

Permissive Tax Exemptions

Council is committed to the continued support of local organizations for permissive tax exemptions since the organizations provide value to the community that, in Council's view, should be supported by taxpayers.

Revitalization Tax Exemptions

Section 226 of the *Community Charter* provides Council with the authority to grant revitalization property tax exemptions on land or improvements to encourage revitalizations within the municipality. The City has not entered into any Heritage Revitalization agreements that pertain to the 2024 taxation year.

Objective:

Each year, Council will examine its permissive tax exemption policy to determine if it should be expanded.

CONTACT *Information*

MAYOR AND COUNCIL

General enquiries	604.469.4501
Mayor Meghan Lahti (direct line)	604.469.4515
Councillor Samantha Agtarap	604.469.4586
Councillor Diana Dilworth	604.469.4516
Councillor Kyla Knowles	604.469.4518
Councillor Amy Lubik	604.469.4584
Councillor Haven Lurbiecki	604.469.4585
Councillor Callan Morrison	604.469.4517

EXECUTIVE LEADERSHIP

Anna Mathewson, City Manager	604.469.4519
David Fleugel, Chief Constable	604.461.3456
Julie Pavey-Tomlinson, General Manager of Community Services	604.469.4547
Jeff Moi, General Manager of Engineering and Operations	604.469.4700
Darcey O'Riordan, Fire Chief	604.469.4525
Angela Parnell, General Manager of Corporate Services	604.469.4595
Paul Rockwood, General Manager of Finance and Technology	604.469.4504
Marc Saunders, Director of Library Services	604.469.4580
Kate Zanon, General Manager of Community Development	604.469.4542

FACILITIES

Inlet Centre Fire Hall (non-emergency), 150 Newport Drive	604.469.7795
Glenayre Fire Hall (non-emergency), 955 Glenayre Drive	604.931.1163
Inlet Theatre, 100 Newport Drive	604.469.4722
Kyle Centre, 125 Kyle Street	604.469.4561
POMO Museum, 2734 Murray Street	604.939.1648
Port Moody Arts Centre, 2425 St. Johns Street	604.931.2008
Port Moody Public Library, 100 Newport Drive	604.469.4575
Port Moody Recreation Complex, 300 Ioco Road	604.469.4556
Public Safety Building (Police) (non-emergency), 3051 St. Johns Street	604.461.3456
Works Yard, 3250 Murray Street	604.469.4574

COMMUNITY FACILITIES

Rental enquiries	604.469.4552
▶ Glenayre Community Centre, 492 Glencoe Drive	
▶ Heritage Mountain Community Centre, 200 Panorama Place	
▶ Old Orchard Hall, 646 Bentley Road	
▶ Westhill Youth Centre, 203 Westhill Place	

This list is current as of July 31, 2024

Photo by Jon Lavoie

City of Port Moody

Finance and Technology Department

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portmoody.ca

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PORT MOODY
CITY OF THE ARTS